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DECEMBER 1950

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# Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.  
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# A Satisfying Experience

By WILLIAM A. PURTELL, *President*

**T**HIS month brings to a close my two-year term as president of our Association. Our by-laws wisely provide that no holder of this high office can serve more than two successive years, and I therefore must relinquish to my successor the duties of an office in which I have found much pleasure.

This, my last message as your president, affords me the opportunity to say to each and everyone "thank you" for your confidence manifested by your election of me to the presidency, for your whole-hearted support during my term of office—and for the support I know you will extend to our new president.

The honor of serving as president of our Association is of itself more than ample compensation for such time and effort as the duties of the office require. An even greater reward was the opportunity of becoming better acquainted with a larger number of our members, of increasing friendships, and of making a close observation and evaluation of the services our Association renders to its membership and to the economic welfare of the people of Connecticut.

Upon my assumption of office I had, of course, the advantage of an excellent record set by my predecessors and also a capable, functioning staff thoroughly grounded in their duties and performing in a most satisfactory manner. Also I had available at all times the counsel and the assistance of cooperative fellow-officers, a capable executive committee and board of directors.

During my term of office the Association was relatively free of pressing problems, but in such in-

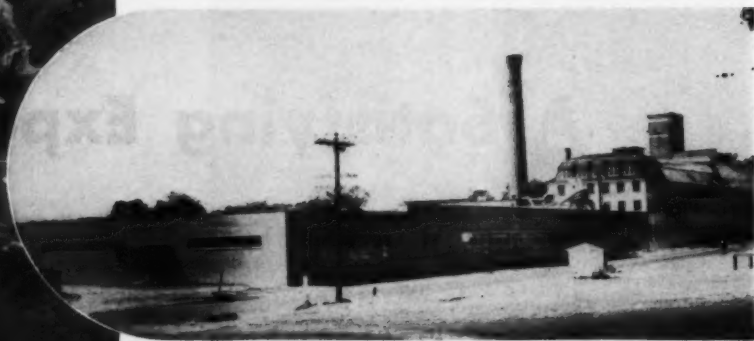
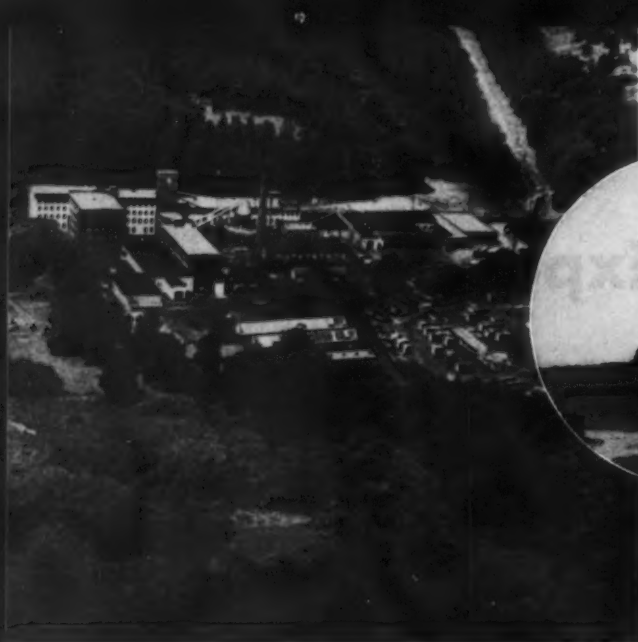
stances as the office required me to state publicly our Association's stand on controversial matters, I received and was most grateful for the complete cooperation of our membership.

For many years the holding of our annual meeting and dinner has been a problem because of the unavailability of adequate facilities. Through the foresightedness of my immediate predecessor, Edward Ingraham, a solution was found to this problem. Through him Yale University was made available to us, and it was with much pride and even more gratitude that I participated in the outstanding meetings held there in 1949 and 1950.

Our Association, which has been in continuous operation since 1815, has a record of accomplishment that through the efforts of our staff, our board, and our membership, I am proud to say was not dimmed during these past two years.

As I leave the presidency I shall carry with me the rich experience of the past two years and with even more pleasure the enriched friendships so willingly given me. I know that the same opportunity which it has been my privilege to enjoy will be extended to my successor and that the Association will continue to thrive and to expand in size and in services for the good of the people of our State.

May this Christmas be a happy one for our children and a period for rechristening of our lives to upholding the moral and spiritual values which built this nation, and without which there can be no brighter New Year of peace in a troubled world.



THE PRATT, READ CO. PLANT AT IVORYTON.

# PRATT, READ & CO., INC.

## PIANO ACTION MAKERS

**EDITOR'S NOTE**—This story of Connecticut's second oldest industry —Pratt, Read & Co., Inc., is one of a continuing series published in *Connecticut Industry* each month as an educational feature.

**I**N 1798 an enterprising gentleman by the name of Phineas Pratt and his two sons began making ivory combs by hand in the southern Connecticut village of Saybrook. From this small beginning has sprung the vast key and action factory of Pratt, Read & Co., Inc., Ivoryton, Connecticut. This company, which is known wherever keyboard instruments are made or bought, is the oldest and largest piano supply house in America, the largest employer of labor in the lower Connecticut Valley, and the largest processor of top grade northern hardwoods in Southern New England.

Ivory was in good supply in those early days because of the great triangle trade with Africa. Rum, calico, munitions, cutlery and other New England products were carried on the outward voyage to Africa; and the return trip to the Southern parts of the United States found the ships loaded with slaves for the vast plantations, and with spices, fruits, and skins. Completing the triangle, cotton and other raw materials were carried up the coast to supply the northern manufacturing centers. The captains of these ships, many of whom came from Connecticut

coastal towns, often brought back ivory as incidental cargo because of its durability and relatively high value. Thus it was that ivory became so plentiful and its manufacture so important to the town, that it adopted the name "Ivoryton."

The ivory comb business flourished and by 1809 George Read had dammed a stream and begun using water power to drive the machines which he had developed to cut the combs. Soon other individuals and groups followed his example and a number of small com-

**DURING WORLD WAR II** the company converted to the production of gliders.



panies, all working in ivory sprung up. Perhaps the most important of these was started by Samuel Merritt Comstock who settled in the community in 1834, and who headed a firm which was known as Comstock, Cheney & Company. His original partner, George A. Cheney, made many trips to the ivory markets in Zanzibar. On one prolonged visit, his wife gave birth to two boys who were the first white children ever to be born on this remote island.

Pratt Read is proud of its record of continuous management. At present, George Cheney Seeley and Peter H. Comstock, direct descendants of the founders, serve the company as directors and Vice-Presidents. Their families have been closely connected with the

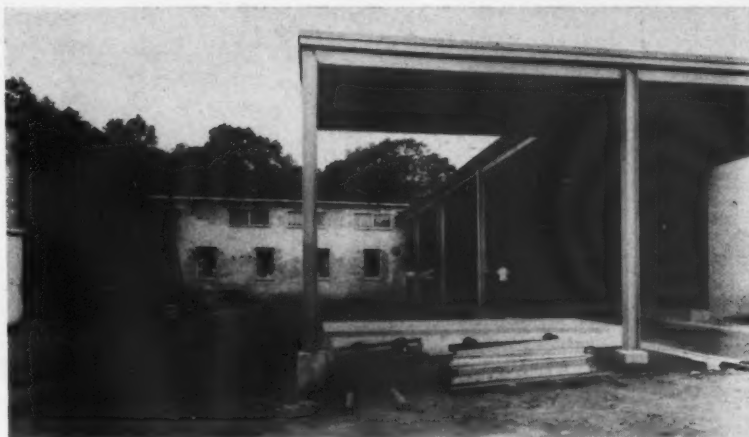


A TYPICAL ASSEMBLY ROOM SCENE.

running of the business throughout its existence.

From the making of ivory combs, these firms turned to the manufacture of turnings, toothpicks, paper folders, and, of related ivory products such as beads, in 1839, veneers for pianos and other keyboard instruments. Toward the end of the century piano actions, which now form a large part of the business, were added as an additional line.

Several firms were bought by or merged with Pratt Read to form the present firm which is the largest of its type in the world. The two most important dates in this connection are 1863 and 1937. On the former date a group of concerns, all working in ivory, joined together and incorporated as Pratt, Read & Co., Inc. under the laws of Connecticut. The latter date marked



THE COMPANY'S dry kiln is shown here on the left, and the lumber transfer shed on the right.

the merger with the Comstock, Cheney & Company.

#### Disaster

The greatest disaster in the history of the company came on the night of July 31, 1881. That fateful evening the main factory building, then located on Main Street, Deep River, caught fire and burned to the ground. The whole community felt the shock of this calamity and it was only through the unique cooperation of the Comstock, Cheney Co., then one of its chief competitors, that the economic effects of the community were not even greater. The latter firm lent its facilities to Pratt Read until a new building could be built and equipped. Thus there arose the peculiar situation of Comstock Cheney employees working the day shift with the Pratt Read men taking over the Ivoryton plant each night.

#### New Plant Protected

To prevent a repetition of such an occurrence, sprinkler systems, fire doors and windows, and outside fireproof stairways have been added. Last year a 100,000 gallon water tower was constructed to assure water pressure, additional water loops were installed in the vast lumber yard, and an auxiliary automatic pump was set up to work from the stream which separates the lumber yard from the factory proper. All this has resulted in an exceptionally low insurance rate for a woodworking company.

Further new construction has recently been completed in Ivoryton which not only gives Pratt Read expanded production capacity but also greater ver-

*(Continued on page 29)*

AN INTERIOR VIEW of the plant.





PRESIDENT G. ROBERTS JACQUES (left) points out features of a racing boat to his partner, Harold C. Sparks.

## *Packaged Boat Kits* a growing Connecticut industry

By JOHN A. COX

**EDITOR'S NOTE**—This is one of an intermittent series of articles about comparatively new manufacturing enterprises in Connecticut. The story of Roberts Industries should strike a responsive cord with every fisherman and sailing boat enthusiast, and inspire other young men with ideas and enthusiasm to launch their own enterprises.

**T**HE boat business is coming back to Connecticut in a big way but it is a far cry from the old days of hewn timbers and steamed planks. Instead, a Durham woodworking shop has been transformed into a growing state industry manufacturing prefabricated plywood boat kits.

The order files of Roberts Industries reads like a geography lesson for almost daily the small firm ships its boats in boxes to points all over the world.

Complete in every respect and needing only to be assembled by the purchaser, the hobby has caught on like

wildfire and unique methods employed by the Connecticut firm have boosted their sales up to a comparable position with five other small boat producers in the United States.

The two men behind Roberts Industries, G. Robert Jacques and Harold C. Sparks, started their boat shop about a year ago and went into mass production on one boat design. Today, they have nine different models, ranging from an eight-foot pram up to a 14-foot Vee bottom runabout. They range in price from \$42.50 to \$165.00.

Founding of Roberts Industries was

no accident. Jacques, who is president of the firm, had his own boat shop in Michigan prior to the war. He entered the service as a Naval architect. He has worked in many major boat firms, most of them in the luxury yacht field. While on one job he met Sparks. Sparks himself is a yachtsman, aviator and boat-builder and was formerly a service engineer for United Aircraft Corporation. They pooled their resources and "know how" and settled in Durham.

Both men design their own crafts and by employing mass production techniques have struck what they consider superior boat kits.

"Home boat building is nothing new," Jacques said. "Either builders started something in their cellar and had to knock out a wall to get the boat out, or they had to acquire a raft of tools and a good knowledge of boat



building. With prefabrication all that has gone out the window."

Roberts Industries does all the critical work for the buyer. Beyond that, they can sell the kit for 25 to 50 per cent less than what the same materials would cost in a lumber yard.

At the shop they cut, notch, sand, bevel and glue all critical parts. The potential builder needs only to follow the instructions and match the numbered and lettered parts. Assembly takes only a matter of hours and ordinary household tools are all that is required.

Kit buyers will find high grade marine plywood panels precut, screws, glue, caulking compound and other materials all packaged in a heavy corrugated cardboard box. Roberts boats also have higher freeboards and wider beams making them more seaworthy.

"We feel we have developed something that has taken the technical knowledge out of boat building yet leaves the hobby there," Jacques said. "The builder is guaranteed a factory quality boat when he is through but he has the pride and satisfaction of having done most of it himself."

Marine plywood came into its own during the war when special water resistant wood treating and special glues were devised. Plywood went into the manufacture of PT boats and landing barges. After the war it was converted to civilian marine purposes.

Roberts Industries occupies a 50 by 180-foot building and employs 12 persons. The company uses 6,000 square feet for manufacturing purposes and has an additional 3,600 square feet for storage. The company also utilizes a small plane which Jacques flies in connection with the business. A Canadian firm was recently licensed to manufacture the kits in that country.

In the last two years sportsmen and boat owners have invested more than \$4,000,000 in kits. They proved a big seller in summer camps last year and company records indicate professional persons have taken up the hobby in a big way since the finished product represents a long-lasting item.

The small prams and sailing boats have made a hit with children while sportsmen go for the various skiff models. A special racing job and runabout models are designed for outboard motor enthusiasts.

Roberts Industries keeps a large stockpile of marine plywood panels



ENTIRE KITS from raw stock to cardboard packaging are done in the Durham shop. (Bottom) A new model receives finishing touches before being tested. Photos by John A. Cox.



which the two men continually purchase in carload quantities. Besides keeping a rigid control on their production methods, the two men are continually testing their products under all sorts of weather conditions.

Several of the models are left tied to the dock at a nearby lake for a permanent weather and exposure check. Boats are frequently painted with different types of marine paint supplied by various manufacturers while plywood and marine fittings supplied by other vendors is checked in the same manner.

On the lighter side, the firm has a dealer in Alaska who flies kits into inaccessible lake areas by seaplane where they are assembled at hunting lodges and camps. In the wintertime he packs the long cardboard containers on dogsleds and makes overland delivery.

Letters to the company indicate many yacht clubs are using the boat kit idea as part of the primary training for the junior membership. Children not

only learn to handle boats but receive invaluable training in the intricate art of boat building, too.

Both Jacques and Sparks are hard pressed to keep display models in front of their small factory. While they try to keep their nine models on display, travelers invariably stop, buy the assembled boat and continue on their way. While they have done custom assembly work they discourage it where they can preferring to manufacture and ship the complete kits instead.

The novel firm employs methods which are far removed from the usual shipbuilding practices. Instead, some of the techniques are taken straight from the assembly lines of the automotive and aircraft industries.

To Jacques and Sparks, both inseparable, their business is plain "Yankee ingenuity" and their firm is a prospering Connecticut industry.



# A "MUST" FOR INDUSTRY:

## Foreman Training

ARTHUR C. CROFT, *President, National Foremen's Institute, Inc., New London, Conn.*

**EDITOR'S NOTE.** The author of this article has been for more than 30 years a pioneer in developing training materials for use by management in training foremen and supervisors. He has been president of the Institute since 1936, an organization which was incorporated in 1929 as the outgrowth of the work of a predecessor organization launched in 1917, known as The Institute of Business Practice. The National Foremen's Institute, which recently moved its main office from Deep River to New London, Connecticut, also has offices in New York, Washington, Chicago, Los Angeles, Montreal and Newport, Monmouthshire, England. Although the Institute publishes manuals, books, pamphlets, and periodical letters on many phases of industrial relations for use by top executives, foremen and employees, its specialty lies in the preparation, publication and sale of foreman training programs for industry.

IT is probably a fact that the character of management differs in some respects from company to company. But there seems to be at least one characteristic which is common to all management: It must rely upon supervisory employees for the direction of rank and file operators and for enforcing company policies. In industry these supervisory employees are, primarily, the foremen. There may be as many as two million foremen in all of American industry today.

How foremen are selected, how they are trained, and how they discharge their responsibilities is of truly crucial importance to a company's well-being. This point was never more vividly illustrated than when the Russians, after they had succeeded in putting some German scientists to work on arms and atomic developments, had to kidnap scores of German technicians and foremen to direct the operations in Moscow's laboratories and factories. So essential proved the foreman's function that when the Russians realized the lack of trained supervisory personnel of high technical competence, they found themselves compelled to fill this void by force and coercion.

Though our methods do not resemble those used by the Russians, the problem of finding and utilizing competent supervisors should be given much more thought in, say, Hartford



A. C. CROFT

or New Haven than it is evidently given in Moscow. Our foremen must be capable of meeting schedules and deadlines, maintaining work standards, using machinery and equipment economically and efficiently, training operators and employing them to the best of their individual abilities. We also want our foremen to be alert in improving work methods and procedures, in avoiding or eliminating bad practices with respect to housekeeping and safety, and in seeing that tardiness, absenteeism and lack of discipline remain at a minimum. In addition, we

like our foremen to be effective and diplomatic in handling worker grievances and complaints, and in interpreting and applying policies and rules. A foreman should be able to arouse among his employees the spirit of cooperation; he should have a knack for eliciting their ideas and suggestions. Last but not least, a foreman should execute orders and instructions satisfactorily; he should be willing to cooperate with staff men and superiors.

It is evident from this list of particulars that few men, if any, can be found who have all the desired or required qualifications. We consider ourselves lucky, therefore, when we are able to fill a foreman's position with a person who seems to have enough technical experience and competence to understand and direct the work of rank and file operators. Probably in most cases, this man is taken from the ranks, where he had demonstrated his skill and ability. But how does he handle others? How does he get along with people? Is he capable of giving training, of explaining rules and procedures? Can he take and execute orders? How does he stand up under pressure? Is he capable of seeing things from management's point of view? Does he identify himself with management's objectives? When our eyes are glued on a man's technical skill, we almost always succeed in appointing a foreman who is deficient in, and frequently ignorant of, the executive qualities required in his position. This man needs training; he has just been appointed, he is not yet qualified. Some of the situations in which he will find himself are described in the following paragraphs.

### The Job Transfer Problem

Employee transfers from one job to another have never been easy to handle. But this problem is particularly acute when, as is the case so often these days, a company attempts to gain or maintain competitive advantages by

developing new products. Such new departures in production naturally entail job changes for at least some employees. But employee resistance to transfer may readily assume the proportion of a critical problem. One foreman, selected to supervise one group of employees about to be transferred, explained the new piece rates to his men and answered all their questions as best he could. Even so, output failed to rise after a reasonable interval. The men bickered constantly with their foreman. Several grievances were filed and a few men quit during the first fifteen days after the change. Whatever the foreman might have done to handle the situation successfully, he had no experience and was incapable of avoiding the loss of production and morale involved in the bickering, grievances and quits.

### **Supervision of Women**

The battle of the sexes has, according to the sages, gone on since time immemorial. That battle, however, doesn't have to be fought on the job. Yet it goes on quite often—whenever a foreman supervising women workers acts on the basis of such views as: Women are vainer than men; they are less bright, weaker and less determined than men. Supervision, however, should not be based on popular prejudice but on understanding and factual knowledge. Though there may be no disagreement that women are different from men, supervisory behavior seldom bears out this obvious fact. For, time and again, foremen tend to condemn women workers for failing to act as men would under like circumstances. A good example is the foreman who thought it was silly for a girl to glance at her reflection in a window every time she passed it. He finally lost his temper and bawled her out. The girl resented his rage at what, to her, was a perfectly innocent and natural thing to do. The other women took her side and the foreman soon had cause for wondering why he was disliked and resented, why the women made life so difficult for him.

### **Employee Instruction**

Most foreman functions involve teaching or instructing employees. He has to get a lot of information into people's heads, and he must see that they make use of it. But how many foremen know that when they train a man they assume the obligation of turning an ignorant or unsatisfactory

beginner into a competent and responsible worker? A foreman will succeed only when he gives the beginner sufficient time and adequate opportunity for learning the operations that are expected of him. This implies that a foreman should know what qualifications he expects a beginner or trainee to have; what additional qualifications (skills, knowledge, appreciation of responsibility) he expects him to acquire; how these qualifications can best be taught—by telling, showing, doing; and how much training time should reasonably be involved in teaching and acquiring these qualifications. Because many foremen have no or only vague notions on these points, it is very often the case that new employees do not last; that there is much more turnover, costly under any circumstances, than is warranted by the state of the labor market.

### **Sensing Individual Characteristics**

One always equals one—in arithmetic, in all other abstract thinking, and in standard production. But one never equals one when it comes to living things. As no leaf is ever exactly like another leaf, so no human being ever exactly resembles another human being. Yet this insight, though obvious, belongs to the kind of knowledge which most foremen rarely apply in their daily contacts with people. Grievance records bulge with illustrations that no matter how well-intended a foreman's standard treatment of his employees may be, it is bound to make for misunderstanding and conflict. The simple reason is that people, being individuals with their own personal notions and sentiments, refuse to be treated in a uniform way. This is what makes working with them so difficult, and what makes successful personnel relations so rare. Fixed standards and firm principles are all to the good—in their place. With respect to handling people, however, success depends on the foreman's ability to sense the personal characteristics of the men working for him, and on his willingness to adapt his behavior to their individual personalities.

### **Observation and Remedial Action**

Good foremen are comparatively rare because too many of them become immune to the goings-on around them. They don't notice, or don't notice soon enough, when a situation develops that requires remedial action. A fore-

man may see a hundred times that an operator is careless; that a stack of material is placed where it constitutes a safety hazard (or where it is exposed to the danger of getting damaged); that someone has developed an operational shortcut which should be generally adopted; that one particular work difficulty or personnel problem is recurring again and again—and yet that foreman may never stop to think about his observation and try to do something about it. He lacks the one quality that a good manager must have above all other qualities—an eye for things. Few people retain or develop that quality without prodding and training.

### **Imparting Management Policies**

Current management practice of keeping employees informed with regard to company matters has recently been studied by a team of Princeton University investigators. Their findings are of general interest because they show that word-of-mouth information, such as given by foremen, is best suited for full and immediate discussion of new developments. Workers, it seems, like to be informed by foremen in preference to the printed word or the impersonal voice of the loudspeaker. An equally revealing finding of the survey was that foremen tend to underestimate their own importance in giving information and explaining its significance. Most foremen are apt to forget that it is their contact with the men which is most meaningful to them. It is the foreman who represents the company to the men. He is the conveyor and interpreter of company policy and company affairs. But how often is he informed and capable enough to fulfill that function effectively?

### **Soliciting New Ideas**

Many an employer is trying his very best these days to stimulate employee ideas for improvements of products, tools, or processes. Suggestion systems and prize contests are being introduced and popularized in more and more companies. Underlying these campaigns for practical ideas and suggestions is the assumption that since the individual operator knows the problems of his job better than anyone else, he is the logical source for thoughts on how to improve things. Yet when a foreman is too eager or somewhat

(Continued on page 22)

# IT'S YOUR FEDERAL GOVERNMENT

## New Series. No. 3. The Half-way Mark

By ROBERT L. JOHNSON, *President, Temple University and Chairman Citizens Committee for the Hoover Report*

**I**F there was ever a group of people who had reason to feel satisfaction over a succeeding program, it is the thousands of devoted people who have striven so hard to bring about the enactment of the bipartisan Hoover Commission's recommendations. Today about 50 percent of the Commission's recommendations are definitely "on the books." This is real cause for satisfaction—but not complacency. Although the job is half done, the hardest part still lies ahead.

We know, however, that the goal is well worth reaching. In a little over a year we have seen the results of vast improvements in government efficiency. This is true especially in the swift conduct of the Korean war under defense reorganization based on the Report's recommendations. We have already seen savings achieved that will be close to \$2 billions annually. We have seen a marked change in public awareness of this crusade. The "doubting Thomases" and false prophets of failure, so numerous in the early days of the movement, are fast disappearing.

Nowadays practically everyone who opposes the reorganization program is somebody who will lose some entrenched position, or special privilege, or private gain, by its success. Millions of Americans are thinking and talking about the management of their government for the first time. It is one of the duties of a free people to do so. The Citizens Committee can never sufficiently thank the newspapers, magazines, the company publications, the radio and the motion pictures for helping us all to realize the obligations of citizenship.

Let me briefly review the improvements in government efficiency that are directly traceable to the enactment of the Hoover Commission's recommendations.

The Unification Act of 1949, which was based squarely on the Hoover Commission's Report, and the Eberstadt Task Force Report, resulted in a tri-service team play by the Armed Services in Korea that has had the enthu-



ROBERT L. JOHNSON

siastic praise of General MacArthur and General Carl Spaatz in published statements. But there is more to it than that.

For the first time in modern history this nation met a war crisis within the framework of the existing government. And without the creation of an "alphabet soup" of temporary, autonomous agencies.

Those of you who date back to World War I will remember the swarms of unwieldy, temporary agencies which lighted upon the government in a confusion of misdirected and sometimes competing efforts. The same thing was repeated in World War II. Thanks to the Hoover Report, this time the confusion was held to a minimum.

The nation now has an overall watchdog in its domestic economy, the National Security Resources Board. It was made possible under Reorganization Plan No. 4, which placed the responsibility directly under the President and Plan No. 24 of 1950 which gave it a strong chairman with authority to coordinate government agencies and establish civilian defense.

Under Reorganization Plan No. 5 the National Production Authority has

been set up in the Department of Commerce. It will do the job that in the last war was performed by the WPB.

Thanks to Plan No. 6 of 1950, manpower for defense will be mobilized by the Department of Labor. I think you will agree that this is superior to the temporary and chaotic setup of 1943-45 under the War Manpower Commission. Incidentally this change had the strong backing of the nation's great labor unions whose principal leaders are prominent members of the Board of Directors of the Citizens Committee.

War time responsibility for Natural Resources, which have been the playing of three competing agencies, has been placed by Plan No. 3 of 1950, with the Department of the Interior. This will result in vast savings of money and of the resources themselves.

Plan No. 21 of 1950 abolished the wasteful and inefficient Maritime Commission and placed its functions under the new Federal Maritime Administration in the Department of Commerce.

Greatly strengthened lines of authority in the State Department have resulted from its reorganization under Public Law No. 73 of May, 1949, which was based directly upon the Hoover Commission's report on Foreign Affairs.

In the closing days of the recent session of the 81st Congress, prior to its recess, three more Hoover Commission bills were passed. They were:

Public Law 841, which reorganizes management of the Panama Canal and establishes a new tolls policy;

Public Law 874, which reorganizes the Budgeting and Accounting practices of the Government, and

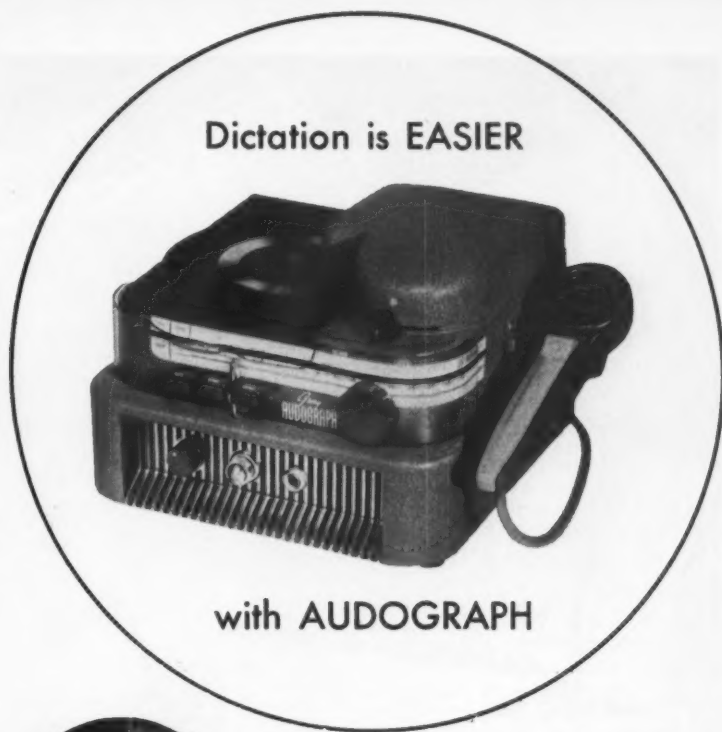
Public Law 873 which establishes "performance ratings" in place of the inaccurate "Efficiency Ratings" now given federal personnel.

These are our accomplishments to date. And they are very important. Next I shall tell you about those pending measures facing the new Congress and what they will mean to us, in savings and in efficiency, if they pass.

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HARTFORD, CONNECTICUT



# NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

**THE RETIREMENT** of Salvatore A. Rubino, assistant to the senior vice president of The Torrington Manufacturing Company, Torrington, has been announced by S. W. Farnsworth, president.

Mr. Rubino has served the company for 44 years, covering the years of the firm's greatest growth, from 75 employees in 1906 to more than 750 at the present time.

Since the inception of organized sports activities at The Torrington Manufacturing Company, many years ago, Mr. Rubino has been head of the recreational committee. He holds about 25 bowling trophies and has participated in many other forms of sport.

★ ★ ★

**R. H. KNOWLTON**, president of The Connecticut Light and Power Company, has announced that the company has placed an order for a 75,000 kilowatt steam turbogenerator which it is expected will be ready for service in about three years.

The new unit will incorporate the latest dependable developments in the science of generating electricity, and when it is installed will be the largest and most efficient steam unit in this area.

Mr. Knowlton pointed out that New

England now has 23.5 per cent spare or reserve electric generating capacity, about 50 per cent more than the national average.

★ ★ ★

**OFFICIALS OF THE NEW HAVEN RAILROAD** have announced the promotion of C. Harry McGill, vice president to the post of assistant to the president.

A native of Stamford, Mr. McGill has been with the company for 40 years and has wide experience in the railroad field.

★ ★ ★

**A PERFECT SAFETY RECORD** during June, July and August has earned for The Hartford Electric Steel Corp., Hartford, a top ranking spot among 133 steel foundries. The firms participated in the steel casting industry's 1950 national safety contest sponsored by Steel Founders' Society of America.

The Hartford company tied for first place with 31 other steel foundries competing in four national groupings. Each qualified for the society's highest honor safety award plaques by eliminating all lost-time injuries among plant employees during the three-month period.

## The Cover



THIS month's cover picture by Josef Scaylea is a photo of Cotton Hollow Lane on Roaring Brook, South Glastonbury, after a snowstorm.

**A SUBSTANTIAL INTEREST** in the Harwid Company, Cambridge, Massachusetts, has been purchased by Olin Industries, Inc., it has been jointly announced by John M. Olin, president of Olin Industries, and Harry H. Gilbert, chairman of the board of Harwid, and R. Widmer Hubbs, Harwid president.

The Cambridge firm manufactures polyethylene film, a fast growing new plastic material used for packaging such products as frozen foods, soap and small machine parts.

Mr. Olin also announced the appointment of Robert H. Evans as executive assistant to the president and executive committee of Olin Industries, Inc., of which Winchester Repeating Arms Co., New Haven, is a subsidiary.

Mr. Evans was formerly associated with the Riegel Paper Corporation as secretary, treasurer and director.

★ ★ ★

**THE HORTON MANUFACTURING COMPANY**, Bristol, makers of sporting goods bearing the "Bristol"

1850 ♦ 100th ANNIVERSARY ♦ 1950

# ROBERTSON PAPER BOX

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trademark for more than 60 years, has announced a change of company name to the Horton Bristol Manufacturing Company.

The company was established in 1888 by Frank G. Hayward, Charles F. Pope and Charles S. Treadway. Pioneers in the development of the steel fishing rod, steel golf shaft, silk fishing line

and parachute shroud line. the company today manufactures and sells a complete line of telescopic, solid and tubular steel fishing rods, both solid and tubular glass fibred rods, reels for bait casting, fly casting, and spinning, nylon and silk fishing lines and golf clubs. It also sells golf bags, balls and accessories.

A 1950 TOP AWARD offered by the Direct Mail Advertising Association, Inc., has recently been won by New Departure Division of General Motors Corporation for its advertising program associated with the bicycle coaster brake business.

The New Departure campaign has been judged best in the field covering machinery and tools for consumer use. Carleton B. Beckwith, New Departure's advertising manager accepted the award for the division at the association's 33rd annual conference at the Roosevelt Hotel in New York.

The purpose of the New Departure campaign was, according to Mr. Beckwith, to announce a new product to dealer and jobber; to convince them of consumer acceptance and of potential profits; to outline and supply an effective sales and advertising plan; to explain how to install, adjust and service the product; and to convince the trade that New Departure will back up the efforts of dealers with an effective national advertising campaign.

★ ★ ★

THE 125TH ANNIVERSARY of Bigelow-Sanford Carpet Company, Thompsonville, was observed recently with a dinner meeting at the plant cafeteria at which the company was host to 150 business and civic leaders of the community.

The main speaker at the event was President James DeCamp Wise. He expressed appreciation of the cooperation and support which Bigelow has received during its long history in Thompsonville. He spoke of the firm's plans for the future, and revealed that in 1951 twenty-seven per cent of the company's production is scheduled to go into carpets containing synthetic fiber.

Mr. Wise reported that postwar modernization of plant facilities to increase production and improve quality had cost the company over \$10,000,000, of which 55 per cent had gone into the Thompsonville plant.

The anniversary celebration also included a two-day open house which attracted nearly 4,000 visitors. The company's history was recalled in an historical exhibit highlighted by photographs of the early days and by a "Cavalcade of Carpet," which depicted by periods the changing carpet styles.

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WEST SPRINGFIELD, MASS.

**THE ASSETS** of The Armstrong Manufacturing Company, Bridgeport, have recently been acquired by the Capewell Manufacturing Company of Hartford in a transaction involving nearly \$400,000.

Present plans call for continued operations of the Armstrong company at the present location until July of next year. At that time it will be determined whether the plant will be moved to Hartford.

★ ★ ★

**TWO PERSONNEL ADVANCEMENTS** have been announced by officials of the General Electric Company, Bridgeport. Robert P. Allison, Jr., has been appointed assistant manager of the Conduit Products division of the Construction Materials department, and Edgar A. Reiss has been named manager of manufacturing of the Wire and Cable division.

Mr. Allison, a graduate of Clarkson College of Technology, was employed by the company in 1935 as a test engineer. He has been a methods engineer and has served as works manager of G-E plants in Poughkeepsie and Lowell.

Mr. Reiss, who succeeds Mr. Allison as manager of manufacturing for the Wire and Cable division, is a graduate of Stevens Institute of Technology. He was first employed by the G-E in 1929 in the factory training course. He has served as plastics engineer at the Lynn, Mass., plant and assistant superintendent of wire and cable at the Schenectady, N. Y. plant. Prior to his promotion he was manufacturing engineer in the Wire and Cable Division.

★ ★ ★

**THE GUILFORD FINISHING COMPANY**, an organization recently formed by a group from Cranston, Rhode Island, has purchased a factory building in Guilford formerly owned by the Toy Pop Corporation.

The new owners will use the building for tracing, drawing and reproductions of paper and cloth. It is expected that the company will employ about 50 persons when production is started about the first of next year.

★ ★ ★

**THE TORRINGTON COMPANY** of Torrington has announced plans for the erection of a one-story monitor type factory building, approximately 40,000 square feet in size.

President L. J. Ross said the concern's bearing business expansion has

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## One Hundred Years

**THE MANUFACTURERS ASSOCIATION OF CONNECTICUT, INC.**  
*Awards this CERTIFICATE of APPRECIATION to*

**C. H. Dexter & Sons, Inc.**

*Established in Connecticut 1767*



*In Witness Whereof these  
presents have been signed, sealed  
and delivered by The Manufacturers  
Association of Connecticut, Inc.,  
This twelfth day of September, A.D.  
One Thousand Nine Hundred and Fifty*

*William A. Purtell*  
PRESIDENT

PHOTO of Certificate of Recognition presented to Dexter D. Coffin, president of C. H. Dexter & Sons, Inc., Windsor Locks, oldest company in the state, by William A. Purtell, president of the Manufacturers' Association of Connecticut, Inc., at the evening session of the Association's 135th Annual Meeting at Yale University, Tuesday, September 12, 1950. This certificate, given to C. H. Dexter & Sons, Inc., in business in Connecticut since 1767, is similar to those awarded to 305 other Connecticut companies for their respective social contributions during the fifty or more years they have been in business.

brought about the need for additional space. Completion of the building is expected in the summer of 1951.

★ ★ ★

**JOHN E. ECHLIN**, president of the Echlin Manufacturing Company, New Haven, has been elected to membership on the administrative council of the National Metal Trades Association.

Mr. Echlin, who is president of the Connecticut branch of the association is a director of the Manufacturers Association of New Haven County, and a

former director of the New Haven Chamber of Commerce.

★ ★ ★

**PLANS FOR THE CONSTRUCTION** of a factory to cost over \$250,000 have recently been announced by the Revere Corporation of America, Inc., Wallingford. The new plant will be at the juncture of Old Colony and North Colony Roads in Wallingford. Approximately 12 acres of land with 956 feet of frontage has been acquired as the site.



Employing about 130 persons presently in the manufacture of precision instruments for aircraft and surgical instruments, the firm expects to increase its working force to about 250 when the new plant is completed in late April or May next year.

Designed along the most modern lines, plans call for a bomb shelter, the first of its kind in this area. Of reinforced concrete, the bomb shelter will be 16 feet below the ground level, and will be large enough to hold 250 persons. The T-shape building will be one story high containing approximately 40,000 square feet of floor space.

★ ★ ★

**JOSEPH A. HORNE**, chairman of the board of directors of The Yale & Towne Manufacturing Company, Stamford, died recently after a brief illness. He was in his 82nd year.

During his 58 years of uninterrupted association with Yale & Towne, Mr. Horne worked in close collaboration for three decades with Henry Robinson Towne, the co-founder of the company, with Linus Yale, Jr., Mr. Horne became one of the leading personalities in the two major industries in which Yale & Towne is engaged—locks and hardware, and materials handling equipment.

Mr. Horne began his long service with Yale & Towne in 1892 as a foreman, then rose successively to the post of acting president during World War I. He was named chairman of the board of directors in 1943.

He also had a distinguished career as a citizen of Stamford. At the time of his death he was a director and past president of the Stamford Hospital, a director of the First-Stamford National Bank & Trust Company, a director and vice president of the Stamford Citizens

Savings Bank and a director of the Connecticut Power Company.

★ ★ ★

**PRODUCTION OF A NEW LINE** of precision machine ground, solid tungsten carbide rotary files, reamers, end mills, internal grinding tools, boring bits and knurls, has been announced by The Charles L. Jarvis Company, Middletown.

The addition of these products is intended to round out the line of the Jarvis Company, for many years a recognized manufacturer of power tools.

A 12-page, 2 color folder, fully describing these new solid tungsten carbide tools is available.

★ ★ ★

**A NEW ENGINEERING DATA FOLDER** on what is said to be a revolutionary line of magnetic starters and contactors has recently been developed by The Arrow-Hart & Hegeman Electric Company, Hartford.

Known as the Arrow-Hart Type RA Magnetic Starters and Type CRA Magnetic Contactors, these controls are claimed to fill the need of original equipment manufacturers and design engineers for reduced weight and size without sacrifice of performance.

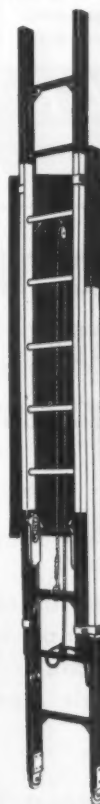
The smallest such controls on the market, they contain a patented right angle balanced mechanism, "blow-out" contact design, straight-through wiring, high arc resistant and suppression chambers, and other features claimed to add to performance and safety.

★ ★ ★

**E. V. POMEROY**, vice president of The American Hardware Corp., New Britain, has announced the appoint-

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SINCE 1880  
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ment of Casimer W. Wojack as manager of the P. & F. Corbin divisions, New York City office. Mr. Wojack replaces Clifton McKenna, who retired from that position last year.

Mr. Wojack joined the Corbin organization as a sales trainee in 1938. Three years later, after completing the firm's extensive on-the-job training course, he entered the contract sales department. In 1941 he was transferred to marine hardware sales work and in 1943 he was placed in charge of all the company's marine hardware sales.

In 1944 Mr. Wojack was appointed sales representative for the Boston territory, but resigned a year and a half ago to accept a position with Sargent & Company in New Haven.

★ ★ ★

**THE BRIDGEPORT PLANT** of Manning, Maxwell & Moore, Inc. has been purchased by the Chanin Organization, of New York. According to Irwin S. Chanin, head of the Chanin Organization, the property will be offered to industrial users for occupancy as soon as Manning, Maxwell and Moore transfers its Bridgeport operations to its new plant addition in Stratford.

The Stratford addition, now under construction, will increase the company's factory and office facilities by 175,000 square feet. The firm is in the process of expanding and consolidating its manufacturing operations in the Bridgeport area. Its executive offices, which have been located in the Chrysler building, New York, will be moved to the Stratford plant. Its export and sales offices will continue to be located in the New York office.

★ ★ ★

**A NUMBER OF OFFICIALS** of the General Electric Company attended the "open house" and dedication of the newly constructed addition to the Norfolk plant recently. Russell J. Priestley, manager, guided the visitors on a tour of the various departments of the plant which manufactures fluorescent starter switches.

The new addition, which covers an area of 5,700 square feet, will be used for additional assembly work and for storage purposes.

★ ★ ★

**A 20-MINUTE FILM** entitled "Speaking of Rubber," is currently being made in Naugatuck. Marshall Sewell, of the public relations depart-

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ment of the U. S. Rubber Company office, New York, has revealed that the film will be a generalized story on rubber, is a non-commercial project sponsored by the U. S. Rubber Company. It will be used in public relations work for schools and service clubs.

The short movie, using Naugatuck as the typical rubber community, will not mention the borough by name, although many local people will appear in the final production.

It is expected that the film will be released early in 1951.

★ ★ ★

**ADDRESSING THE NINETEENTH** annual New York Herald-Tribune Forum on the subject "Tapping New Potentials in Labor-Management Relations," Walter H. Wheeler, Jr., president of Pitney-Bowes, Inc., Stamford, said that "the only hope of real improvement in industrial relations lies in renewing our faith in individual man and in his potential—if not his actual—spiritual values."

Mr. Wheeler, who spoke on a panel moderated by President Douglas McGregor of Antioch College, said that "too many of us in labor management as well as in business management, approach this problem as simply a power struggle for spoils. This cynical, sophisticated view is shockingly close to the Communistic dialectic, for it leads us all to behave as if class warfare were inevitable, and as if man were totally preoccupied with material things."

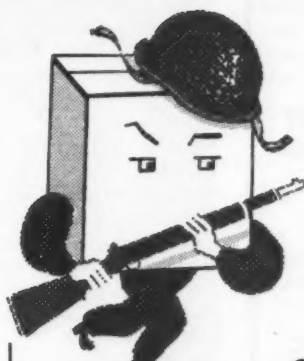
Calling for an approach based on "good human relations as an end in themselves, not merely the means of earning more profits," Mr. Wheeler urged labor and management alike to make "truth, justice, freedom, charity and the dignity of each human being" something more than "comfortable abstractions."

★ ★ ★

**REUBEN B. CHERRY**, for 65 years a member of the sales staff at Sargent & Company, New Haven, has been made an honorary member of the American Society of Architectural Hardware Consultants.

Mr. Cherry, who is 90 years old, still works daily in the Sargent sales office. His honorary membership in the Society was voted in recognition of his long and outstanding personal contribution to the nation's builders' hardware industry.

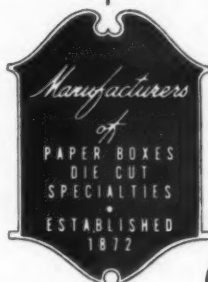
He served as a consultant to the National Bureau of Standards in Washington during its formative years. In 1936



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he became a member of the 50-year club of "Hardware Age." During World War II he served as manager of the expanded Marine Hardware Division of Sargent & Company.

★ ★ ★

**NEWEST OF THE SMALL FAC-  
TORIES** in the state is one in Lyme which manufactures Contura, a portable photocopying device with which a research worker can make a speedy copy of any page in any book; a musician can make a photostatic copy of a musical score that interests him, or with which a scientist can reproduce with exactitude graphs and charts that would otherwise take hours of careful copying.

The device was invented by Frederic G. Ludwig, head of the photographic department of the Yale University Library. A transparent plastic cushion which adjusts itself automatically to the contour of the page solves the problem of photographing a page from a book with a close tight binding.

The Contura is now manufactured at the home of Walter Knollenberg of Lyme, scholar, historian and former librarian of Yale, who is part owner, production manager and sales agent of the firm, F. G. Ludwig Associates. Plans are being made now to locate a larger home for the new business.

★ ★ ★

**TENTATIVE ESTIMATES** of Army Quartermaster Corps expenditures covering textiles, footwear, and the manufacture of clothing for Army supply during the fiscal year ending June 30, 1951, have been announced by the Department of the Army. The figures are based on requirements as of October 13 and are subject to revision.

Contracts for virtually all textile and footwear items, and for cut-make trim operations are placed by the New York Quartermaster Procurement Agency, 111 East 16th Street, New York. Estimated total requirements, based on current costs, are as follows:

Cotton textiles, including threads, \$17,000,000; wool, \$40,000,000; cut-make-trim, clothing only, \$89,000,000; duck, \$22,000,000; webbing, \$7,000,000; footwear, leather, \$35,000,000; footwear, other \$13,000,000.

★ ★ ★

**NORMAN P. TICE**, president and treasurer of the Chromium Process Co. of Shelton, died recently at the New Haven General Hospital. A native of

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New Haven, Mr. Tice was educated in the schools there, and was graduated from the Sheffield Scientific School of Yale University.

In 1927 he organized the Chromium Process Company for chromium plating. The firm is now one of Shelton's leading industries, employing about 400 persons.

He was past president of the Derby-Shelton Rotary Club and a member of the Yale Alumni Association, Highland Golf Club, Derby Lodge of Elks and the American Legion.

He is survived by his wife, a son, two daughters and a grandson.

★ ★ ★

**CAPITALIZING ON THE SONG,** "Rudolph, the Red Nosed Reindeer," the Oak Rubber Co. of Ravenna, Ohio, has packaged a rubber Rudolph in a woodsy carton designed and produced by the Cleveland Cartons division of Robert Gair Company, Inc., New York, manufacturers of folding cartons, paperboard and shipping containers. The company also operates plants at Montville and Portland, Connecticut.



IN A GAIR CARTON, "Rudolph, the Red Nosed Reindeer" is sold by Oak Rubber Co. through all types of stores. The company calls it a successful merchandising unit.

Red-Nosed Rudolph stands on a double platform in his full-vision cello-

phane-windowed folding carton; top platform has locking flap so it will not drop down and be seen through the window. The carton is printed in three colors on white board.

★ ★ ★

**REPRESENTING HARDWARE DISTRIBUTORS** from all parts of the country, a group of 10 retail salesmen recently concluded a month-long course in the handling of builders' hardware contracts and related subjects at Sargent & Company, New Haven.

Informal graduation ceremonies for the men were marked by dinner at the Quinnipiac Club at which President Forbes Sargent addressed the group. The hardware course, from which the company has now graduated several post-war classes, is designed to acquaint retailers and company representatives with the fabrication, use, and proper installation of locks and other builders' hardware and to outline professional methods for handling hardware contracts. It is unique in the hardware industry.



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## A Must for Industry Foreman Training

(Continued from page 9)

presumptuous in requesting ideas for solving production problems he may easily cause more labor relations trouble than the contemplated improvement may be worth. This has happened quite frequently in recent months.

### Rejecting Ideas Diplomatically

Few things are more important to a man than the ideas he has. The reason is that ideas, as precious stones, are rare and difficult to come by. Unlike precious stones, however, ideas are not always useful, their value is sometimes fancied rather than real. And to point that out is always a thankless job. It is the foreman's job. He has to assume it when he finds himself confronted with a suggestion that he knows won't work. It is difficult not to reject the idea without mincing

words about it. But it is wiser, because less destructive of good morale, to let the man down gently. But does the foreman know that it is a lot easier to tear a man down than to build him up?

### Training for Competent Manpower

Foremen usually take the individual worker as a finished product of his vocational career. The worker can do so much, he can do it in such and such a way; and that is that. Lack of training ability is probably the reason for this attitude. A foreman may be an excellent operator. But he just doesn't know how to train; he hasn't been trained to train. Neither is it clear to many foremen that training is one of their most important functions. This deficiency is usually coupled with the foreman's inability to focus on the most important need of his men. He seldom realizes that many of his daily problems would never develop if he had more competent men, and that it is his duty to make them more competent.

### Too Many Directives, Too Little Training

How does a foreman try to cut costs? With respect to many foremen the honest answer probably is that they don't try. What usually happens is that instructions come along which the foreman must execute. Thus, he may be requested to make certain operational changes, combine work functions and discharge superfluous operators, use different materials, or do any number of other things. Hence, cost cutting usually develops by way of directives from management. The foreman merely follows these directives, or tries to. In most cases, however, he would prefer to be taught where to combine, where to eliminate, where to systematize and where to coordinate. Foremen have to be shown how to break down their operations into measurable units, sizes, and factors. It is only on the basis of that quantitative information about all operations and functions that foremen can begin to seek a rational answer to the question, how can costs be cut?



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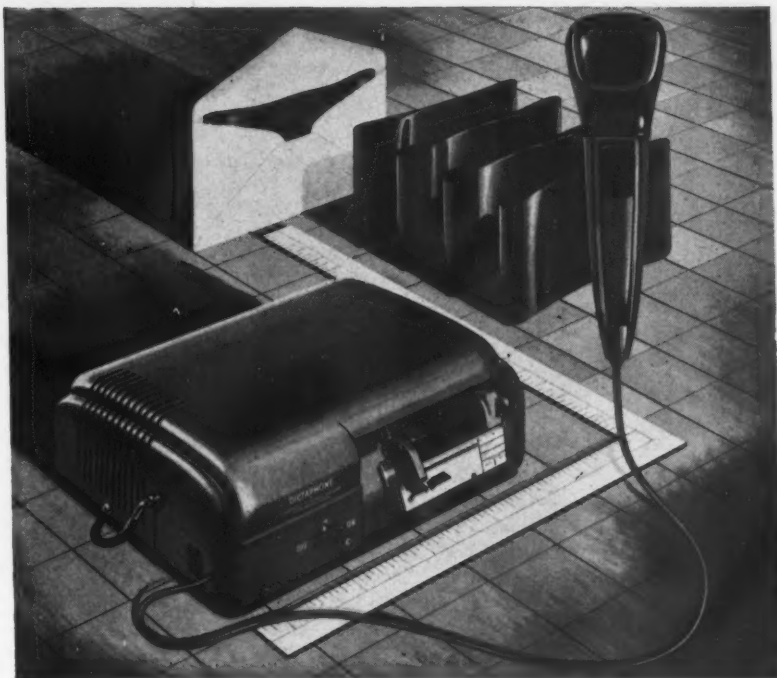


## Removing the Feeling of Insecurity

Let's also recognize the following aspect of modern foremanship. Few people feel that they have a secure position where they work; most have doubts about job security. This feeling influences a man's thinking and behavior whenever there is a change, if only a slight one, in the character of his work assignments or in his relationship to equals or superiors. Thus, when the boss feels grumpy one day and fails to go through his customary routine of talking to you; when you're told that checking up on the office janitor or errand boy will henceforth be not your duty but someone else's; when, contrary to past procedure or your expectation, you are not invited to attend a meeting or take a trip—in all of these and many similar instances you will probably become disturbed enough to give the matter some more or less serious thought. There's a threat lurking somewhere. Or has someone "done you dirt"? And while you are still keyed up, you fail to do the kind of work you are capable of doing. Instead, you waste a lot of time giving in to your morose or hostile fantasies and to probing your associates' thoughts and feelings.

All of this applies to foremen because of their "boss" relationship to the people working for them. The kind of thing that most disturbs him, also prompts his men to go into a tailspin of fear or protest, of apprehension or opposition. And when feelings are ruffled and tempers are on edge, there develops an atmosphere of uneasy suspicion mixed with devil-may-care indifference. A supervisor can do a few things to try to avoid the occasions that start such emotions going. He can explain changes in work assignments; comment on why a routine or custom will no longer be observed; give reasons for a temporary interruption of regular procedures and operations; feel out and reassure an obviously disturbed employee, and so forth.

In all of these and many similar aspects of foremanship, training and development is sorely needed in many companies. There is no other way to bring about the kind of foreman who will discharge all the responsibilities which he, whether he wants to or not, must assume if his company is to succeed in the competitive struggle and if employee morale is to be improved.



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## TAXATION

By C. H. SCHREYER

Attorney

### The Theory of the Excess Profits Tax

**W**HETHER we like it or not, it is probable that by next year we will have a corporate excess profits tax to contend with again, the second in five years.

As this is written, the prospects are that the new tax will be modeled rather closely upon the World War II excess profits tax with some changes. Such changes may include:

1. A more liberal specific exemption (perhaps \$25,000) instead of the \$10,000 allowed under the previous law.

2. A tax rate somewhere between 50% and 65% instead of the World War II effective rate of 85%.

3. The base period for the determination of "normal" income will probably be selected from among the years 1946-1950, with the most likely choice being the years 1947, 1948 and 1949. Another possibility is that the tax-paying corporation may be given its choice of 3-out-of-4 or 2-out-of-3 years in the base period. It will be remembered that in World War II the base period included the years 1936 through 1939.

4. In the former law, only 95% of the average base period net income was allowed as a credit against excess profits. It is likely that the new law will change the percentage allowance, but at this time it is very uncertain what the change will be. Estimates range all the way from 75% to 100% of the average base period income.

5. There will probably be a determined attempt to simplify the relief provisions of the World War II Act.

Despite the above changes and others which may be made, it is quite probable that the basic structure and philosophy of the new law will follow the structure and philosophy of the World War II statute. Therefore, it

might be timely and appropriate at this juncture for us to refresh our recollections a little bit by reviewing the salient features of the World War II excess profits tax, particularly in the form that tax took in 1945, the last year of its existence.

The World War II tax, like any excess profits tax, was based on the theory that no one should be permitted to make windfall profits because of circumstances peculiar to wartime or emergency situations. In practice, the tax was confined to corporations, mainly for the reason that no one has yet been able to devise a workable excess profits tax system for individuals.

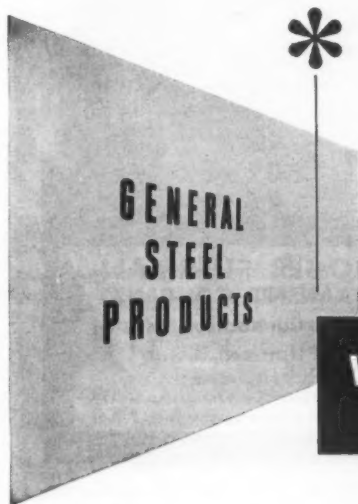
The World War II excess profits tax was designed to siphon off 85% of all of a corporation's profits above its "normal profit" which the law called "excess profits credit." The normal profit of a corporation could be determined by

either of two methods, and each corporation was allowed to choose that method which would result in a lower tax.

One of these methods was the "income method," by which the normal profit was considered to be an amount equivalent to 95% of the average net profits during the base prewar period of 1936-1939. The other method for determining normal profit was the "invested capital" method which was based upon the theory that a corporation was entitled to a fair return upon its invested capital (defined by the law as a stipulated arbitrary percentage of such capital). A more complete description of the two methods of determining normal income will be attempted in a later article.

After a corporation's normal profit was determined under either of the above methods, such profit was deducted from the current year's net income (after making certain prescribed adjustments to such net income for certain types of non-operating income, such as long-term capital gains and losses); the amount resulting from this deduction represented excess profits.

Each corporation was allowed to deduct from its excess profits a specific exemption (\$10,000 in the last two years of the previous law). Besides this exemption, a corporation was also allowed to deduct any "unused excess profits credit adjustment" from other years. This "unused excess profits credit adjustment" was the amount by which a corporation's normal profit exceeded its net income in any year, thus setting



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up what can be described as a deficit situation with respect to the excess profits tax.

The "unused excess profits credit adjustment" therefore closely resembled in principle the familiar operating loss carry-forward and carry-back in the income tax law. Like the operating loss (before the recent changes effected by

the 1950 Revenue Act), the unused balance of the excess profits credit adjustment could be carried backwards two years and then forward two years.

Besides the above credits, a corporation under the previous law was given a credit (but only if it used the "income" method for determining normal profits) equal to 8% of the net amount

added to its capital or paid-in surplus since the beginning of the excess profits tax law. Conversely, in the case of a net capital reduction during the same period, an amount equal to 6% of such reduction was added to the excess profits tax base. However, these adjustments for capital additions and reductions were not treated separately but were taken into account in computing the corporation's normal income under the income method.

The following is an example of an informal computation of the excess profits tax in a hypothetical case, showing the steps discussed above:

Normal Tax Net Income	\$250,000
Adjustments for Non-operating Income	40,000
	<hr/> \$210,000

Less:

Normal Profit (Excess Profits Credit) — determined by either the income or invested capital method, whichever produces the larger credit	135,000
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Excess Profits	\$ 75,000
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Less: specific exemption	10,000
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\$ 65,000

Less:

Excess Profit Credit Carry-over from other years (unused excess profits credit adjustment)	20,000
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Adjusted Excess Profits Net Income Subject to Tax	<hr/> 45,000
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Excess Profits Tax (85% of \$45,000)	\$ 38,250
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However, the total tax bill for any year (the sum of normal, surtax and excess profits tax) could not exceed 80% of the surtax net income. If it did, the excess profits tax was reduced by the amount of the excess.

The above discussion is confined to a description of the broad outlines of the World War II excess profits tax as applied to a simple case where there were no abnormalities of income or expense in either the base period or the taxable year, nor circumstances indicating the need for the application of the general relief provisions of the statute. In a later article we will discuss briefly some of the features of the law which require further amplification, such as the alternative methods of determining normal profit (excess profits credit). We will also devote some time to a brief discussion of both the specific and general relief provisions of the former law.

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## FOREIGN TRADE

ERWIN H. TUTHILL

*Traffic and Export Manager*

### The Importance of Foreign Trade

**F**OLLOWING World War II, great portions of the foreign markets throughout the world found themselves with an unprecedented amount of American dollars deposited there either through the purchase of raw products and materials or through the spending of the armed forces. The natural result was a wild spending spree to secure the many luxuries taken for granted by the American people. After the short duration of about two years, these foreign countries found that their supplies of American dollars were dwindling rapidly, with little or no opportunity being offered to replenish the supply. Of necessity, most of these countries suddenly placed into effect many restrictions on the use of the American dollar, thus limiting the importation of all but necessary products. The natural result was a great decrease in export sales and a gigantic problem for the export management. It was not that the foreign customer did not desire our products, but he just could not afford to buy them. Fortunately for him, the old European and Japanese sources of supply of many manufactured products began to open up, and the blocked sterling that could not be converted into U. S. dollars could pay for products from these competitive countries.

While the picture remained exceedingly black between 1947 and the beginning of the present year, there was some gradual improvement in the situation indicated. This was due in great part to the gigantic ECA program which, although aimed primarily at the rehabilitation of Europe, spread dollars throughout the rest of the world. Some countries had been able to balance their trade with the United States, making available larger supplies of dollars for more and more products. With the beginning of hostilities in Korea, this

gradual betterment of the world situation began to improve by leaps and bounds. America once more began buying huge supplies of raw products to build up a war machine, and the foreign countries, fearing shortages in the United States, began to use these new dollars as well as those they had been able to accumulate to purchase many products they feared might not be available at a future time. Once more, the outlook of the foreign trader began to take on a resemblance to the postwar period.

Unfortunately for the export manager, however, there was also a tremendous increase in domestic desire and requirements not only for civilian goods but for material as well. Connecticut, long considered the arsenal of democracy, received a proportionately larger demand than did the other states. Along with this increased demand from both markets, the government began to fear the effect of this increased business on the available supply of various products, particularly metals, and issued restrictions as to their use. Suddenly, the export manager, with his long sought-after increase in foreign orders, has been faced with a new problem of getting his fair share of the total production of the company. The export manager is well aware of the long-run importance of filling foreign orders in order to hold his customers. It does not take long to be forgotten in a market that has been cut off.

This definitely was the paramount topic of discussion at the National Foreign Trade Conference held in New York, October 30 and November 1 of this year. While these remarks by eminent foreign traders might be considered as prejudiced because of their connection with the field, such a charge cannot be placed against the remarks of General Lucius Clay, eminent military

leader and former head of the American military government in Western Germany. General Clay stated that it had been his experience, as well as that of the military high command, that lasting world peace could be predicated only on the free exchange of ideas and experiences between countries. From early Grecian times up to the present, the basis for the free exchange of ideas has always started with the free exchange of goods. It was his earnest appeal to the manufacturers of the country that they continue to supply foreign markets as adequately as possible and not permit the building of barriers between the countries by shortsighted practices. He pointed out that the great barrier which we call the "Iron Curtain" could not exist if there were a free exchange of goods between the United States and Russia. Russia understands this perfectly and, therefore, has restricted the entry of American products that would be of interest or value to the individual consumer.

### Connecticut Company Makes Allotments

One of the larger Connecticut companies has faced this problem realistically and has allotted to each sales division of the company its historical portion of total production. The sales of each division over an eighteen months period were totalled up and the percentage ascertained of the total sales during that period. This percentage has been continued and allotted to each division, including the export sales division. While this arrangement might not be satisfactory to the export manager who recently received one order equal to a total of foreign sales of the preceding twelve months, it does represent a fair and equitable distribution of the production. It also shows the awareness of top management of the foreign sales division of its company. While foreign sales may not be necessary for the continuance of full production in the present market, conditions such as those that exist today do not last forever. A drop-off in domestic demand such as confronted most Connecticut manufacturers as late as last summer magnifies the importance of each foreign order. This situation should not be forgotten in the weeks and months ahead.



## INDUSTRIAL Relations — Law

By FREDRICK H. WATERHOUSE  
Counsel

THE tremendous increase in government contracts among manufacturers has stimulated much interest and many inquiries concerning the various effects of this law. Although the requirements are extensive, they apply only to contracts in excess of \$10,000. That sum is not very large as measured by present day dollars so it appears to apply to the great bulk of contracts let by the government. However, as Connecticut is essentially a state with a multitude of small industries, much of the work is let out or subcontracted to other concerns. Consequently, the

question which arises most and which is extremely troublesome is whether a manufacturer who does not have a prime contract with the government but receives an order from another manufacturer who does have a prime contract with the government comes within the provisions of the Act and must comply with its requirements. It would seem that a proposition thus simply stated could be easily answered. In many cases it can be easily and quickly determined but in many more cases, the line is so indistinct and confused that a little greater scrutiny of the

Secretary of Labor's regulations might be helpful.

The basic terms used by the Secretary of Labor are "subcontractor" and "substitute manufacturer." If you come within the definition of "subcontractor," such work is not subject to the Public Contracts Act. If you are what the Secretary considers a "substitute manufacturer," your work under such a contract is considered subject to the Act. Many determinations as to which category you fall within can be readily decided from the primary definitions which are:

### "Subcontractor

"(a) If a manufacturer buys materials, supplies, articles, or equipment to be used in manufacturing the commodities required by the Government contract, and if it is the regular practice in the industry engaged in the manufacture of the commodities called for by the contract to purchase such materials, supplies, articles, or equipment and not to manufacture them, the vendor of such goods is considered a 'subcontractor' and the work performed by him is not deemed subject to the Public Contracts Act. Under like circumstances, the performance of services (for example, machining operations) by one other than the primary contractor, is not considered work subject to the Public Contracts Act.

### "Substitute Manufacturer

"(a) When a contractor holding a contract under the Public Contracts Act for the manufacture of materials, supplies, articles or equipment causes another party to produce all or some of the commodities called for by the contract, the producer of those commodities, not produced by the primary contractor, is deemed to be a 'substitute manufacturer.'

"(b) In the situations described in section 30, above, the employer producing the materials, etc., or performing the services that are required for the performance of the Government contract is considered a 'substitute manufacturer' if it is the regular practice in the industry engaged in by the manufacture of the commodities called for by the Government contract for members of that industry to do such work themselves rather than to have it done by others."

If you are in doubt whether it is the "regular practice" in your industry for members to do certain work themselves and thus place you in the category of a

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"substitute manufacturer," the Labor Department will furnish you with such a determination on written request accompanied by a complete statement of the facts. In most cases you will be able to make this determination without such assistance but in those industries where a doubt arises, it is desirable to secure a determination from the Department of Labor.

There are other considerations such as furnishing material from a stockpile already manufactured or produced prior to the award of the contract; the minimum wages established in your particular industry under this Act, etc. This latter provision is separate and distinct from the 75¢ minimum wage required under the Fair Labor Standards Act as the Secretary of Labor is authorized to establish higher minima in particular industries which must be paid in connection with work on contracts subject to the Walsh-Healey Act. Generally speaking, it is advisable to refresh your recollection on Walsh-Healey requirements as soon as you start working on any government work.

**THE FOLLOWING DIRECTORS AND OFFICERS** were elected at the annual meeting of the stockholders of Wilcox, Crittenden & Co., Inc. held in the main office of the plant in Middletown on October 27:

Directors, Phelps Ingersoll, George E. Bean, Julius B. Smith, Robert I. Laggren, E. Welles Eddy, Francis D. Wells and William F. Briggs. Officers: president and general manager, Phelps Ingersoll; vice president, George E. Bean; secretary, Ernest L. Gibbons; treasurer, George A. Palmer; assistant secretary, Frederick S. Hurlburt, and assistant treasurer, William H. Wilkin-son.

In his report President Ingersoll stated that due to an increased demand for marine and industrial products in recent months all departments of the company are operating on full schedules and that a number of new items and lines of products were introduced during the year which were met with prompt acceptance by the trade.

★ ★ ★

**TELEVISION AUDIENCES** from coast to coast can now get a dramatic new view of American industry with the current release of a new weekly television feature newsreel series entitled "Industry on Parade" by the National Association of Manufacturers.

The service has been offered for the

exclusive use of one TV station in each of the nation's top fifty television markets. The weekly newsreels deal with topical problems and events of general interest—how industry is mobilizing for defense—new, miracle inventions—how to find the right job—the question of shortages—human interest stories of men and women in business and industry.

The show is prepared by one of the country's most experienced television news staffs in collaboration with the Radio and Television Department of NAM.

### **Pratt, Read & Co., Inc., Piano Action Makers**

*(Continued from page 5)*

satility. The new dry storage building increases capacity for housing the lumber from the bank of dry kilns to 135,000 board feet. From here modern transfer cars needing but one operator can move the lumber under cover to the completely conveyorized mill where the latest woodworking machinery speed it on to further processing in the factory.

#### **Present Product**

Piano keyboards and actions are complicated mechanisms which must have a minimum life of twenty years without trouble and which must be precision assembled so as to work properly. There are over 7,500 parts in an upright piano action and more than 9,000 in a grand piano action. While northern basswood and California sugar pine are solely used for the keyboards, which are covered with either ivory or plastic, action parts are made from hard maple and are assembled with a variety of materials including hides, felt, industrial cloth, aluminum, magnesium, iron, brass, steel, and various plastics. Approximately 80% of the 800 employees are engaged in this assembly work.

#### **War Contribution**

During the recent war, the entire facilities of Pratt Read, both in Deep River and Ivoryton, were turned over to the production and repair of gliders for the armed services, the manufacture of shell blocks and the machining of parts for fuel pumps. At this time the payroll reached an all-time high of over 3,000 persons. A modern one-story building was constructed behind the

old "Brick Shop" in Deep River to take care of such items as glider fuselages and wings. The quality of the Pratt Read gliders was recognized throughout the armed services and one of them was the only glider to be towed across the Atlantic Ocean.

#### **Post-War Progress**

Following World War II, all the Deep River properties were sold and manufacturing has been concentrated in Ivoryton where plant improvements and expansion have been constantly going forward. It is interesting to note that Pratt Read is at present one of the two independent manufacturers of piano keys and actions out of the score or more firms which were once devoted to this business. One of the chief reasons why it has been able to survive several depressions lies in the skill and ingenuity of the employees. Many of them are second, third, and even fourth generations who have worked at the piano plant. Presently there are ten employees who have been with Pratt Read for over 50 years headed by two who have worked for the company 61 and 62 years respectively.

Labor relations at the Ivoryton plant have been mutually happy over the years with but one work stoppage occurring because of a labor dispute in its 150 year history. This took place in the summer of 1947 and was of five weeks' duration. Presently the employees are represented by the Upholsterers International Union of North America, A.F. of L.

The chances are very good that if you have an organ or piano in your home, Pratt Read made either the keys or action or both. Their parts are to be found in such pianos as Baldwin, Knabe, Mason-Hamlin, Steinway, Janssen, Gulbransen, Kohler & Campbell, Chickering, and Lester. In the same manner Pratt Read furnishes keyboards to the Austin Organ Company, Moller, Wicks, Baldwin, Wurlitzer, Aeolian, Skinner, Wicks, and many others.

The present officers of the firm are James A. Gould, President; George C. Seeley and Peter H. Comstock, Vice-Presidents; and David S. Ross, Comptroller. Charles Frederick Stein, generally considered the outstanding piano authority of the country, serves as consultant and acts as head of the Technical Committee whose aim is to make good the Pratt Read boast that "America's finest piano keys and actions are being made by America's oldest and largest piano supply house."

# ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

## The Annual Physical Inventory

**A**T least once each year most industrial concerns are faced with the problem of taking a physical inventory. Such a physical check is usually necessary in order to establish the value in quantity and in dollars of those properties of the business which are classified as inventories.

For the purpose of preparing year-end financial statements it is essential that the correct monetary value of the "inventories" be known. For that reason physical checks of the items in the inventories are usually made at or near the end of each company's fiscal year.

In many instances physical inventories in industrial plants have been burdensome, time-consuming operations which interrupted plant production for periods of several days at a time and which, in general, interfered

with the normal activities of the business. Today such interference with normal activities can be avoided. With careful planning and with the use of modern techniques a physical check of the inventories can be made in a very short time and the work can be done in such a way that there need be no serious interference with normal activities.

In manufacturing plants one of the most troublesome inventories to check has been the inventory of "work in process." It is now recognized that in most plants a complete and accurate physical check of work in process can be made in something less than one eight-hour day.

There are, of course, certain ingredients which are an essential part of any well conducted inventory. With particular reference to an inventory of

work in process some of those ingredients may be summarized as follows:

### 1. Provide adequate supervision.

Appoint a general inventory committee to plan and supervise the inventory work. The factory manager, the production control manager, the controller, and other key executives should be members of the general committee. The general committee should establish sub-committees to supervise the inventory work in various sections of the plant.

### 2. Plan the work.

Careful planning, in advance, is essential. Every situation which may arise in connection with the inventory work should be anticipated and plans to take care of each situation should be prepared.

The inventory plans should be set down in writing and copies should be made available to every individual concerned with the inventory.

### 3. Instruct the workers.

Each individual or group should, in advance, be given complete and carefully thought-out instructions concerning their particular functions and responsibilities.

### 4. Prepare the plant.

Good house-keeping is necessary to efficient plant operation and it is an essential ingredient of a well-conducted inventory.

In preparation for the inventory each foreman should be instructed to put his department in order. The foreman should be given a "check list" showing steps such as the following which should be taken before the date of the inventory. A suggested check list follows: a. Arrange all material in an orderly manner where it may be easily inventoried. Group like items together. b. Identify every lot of material using correct part numbers, operation numbers, etc. c. If material is subject to repair, see that it is properly tagged. d. Dispose of all spoiled work. e. Dispose of all accumulations of steel bar-ends, set-up scrap, etc. f. Clean out under benches, under machines, etc. g. Dispose of inactive items. h. Return to the storerooms any excess quantities or odd lots of materials which are not required for current production. i. Dispose of any accumulations of unidentified materials, etc. j. Before closing down for the inventory, arrange to "run out" steel bar stock or coil stock which is in machines. k. Be sure that the department is clean and neat.

### 5. Spread the responsibility and the work.

The inventory work should not be placed on the shoulders of a few

(Continued on page 33)

## MACRAE'S "Punch" has High Proof!

We know of no higher proof of MacRae's punch than the constancy of its advertisers over the last half-century. An analysis of the 57th Edition (1950) discloses that 71% of them have used this effective medium from 5 to 50 years. The breakdown below reflects the value of consistency in directory advertising as evidenced by more than 2500 leaders of American Industry.

### 100 PROOF FULLY-AGED ADVERTISERS

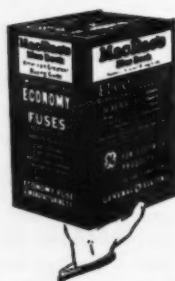
- 13 1/4% Twenty-five years or older
- 10% Twenty to twenty-four years old
- 12 1/2% Fifteen to nineteen years old
- 12% Ten to fourteen years old
- 23% Five to nine years old
- 29% One to four years old

58th Edition closes Dec. 31, 1950

## MACRAE'S BLUE BOOK

New England District Office

Beach Rd., Guilford Lakes, Guilford, Connecticut  
C. J. Ridsout, Manager



Write for Rate Card, Circulation Data or other information.



It's good  
**HORSE**  
sense....



to advertise in the  
**YELLOW PAGES**  
of your  
**Telephone Directory**

**THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY**

"Owned and Operated by and for Connecticut People Since 1882"

PHOTO ENGRAVING  
ADVERTISING ART



**DOWD  
WYLLIE &  
OLSON INC.**

106 ANN ST. • HARTFORD, CONN.

## EXPORT *and* DOMESTIC PACKAGING

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- SUBCONTRACTING
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- DISTRIBUTORS FOR "SEAL PEEL"

LET US SOLVE YOUR PACKAGING  
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## BUSINESS TIPS

from

School of Business Administration

University of Connecticut

### The Economic and Social Impacts of Private Pension Plans

By DAVID A. IVRY\*

A GREAT deal of the recent literature on pension plans deals with the technical aspects of the subject. It will be the purpose of this article to raise just a few of the economic and social problems flowing from the widespread installation of pension plans in American business.

One of the questions raised by pension plans is: What will be the effect of industrial pensions on Union strength and Union policy? It would seem that such plans will tend to increase the solidity and power of the Union organization. Several reasons present themselves.

First, the Union and its leadership will receive the credit for the installation of the plan. It will probably receive more direct loyalty and approbation from its membership for a private

\* Assistant Professor of Insurance

industrial pension than for any claimed effort in the expansion of Social Security benefits.

Second, the Union will be carving out a new managerial role for itself in the business enterprise if there is joint union-management administration of the pension program.

As a corollary to this second point, the employee will be tied more closely to his Union and be more dependent upon it because he will look to his Union to investigate his rights, certify him for his pension, adjust any disputes and problems concerning his status.

It is interesting to speculate on the effect of industrial pensions on Union policy. One consequence may be that Unions may join hands with business in the achievement of sound fiscal and tax policies. The Unions want the pen-

sions to mean real security for their membership. But the social gain will wither away if the purchasing power of the dollar declines too sharply. Yet we know that perpetual federal deficits lead to rising prices and a declining value of money. Very little real gain is registered in the present increase in pension benefits under the 1950 amendments of the Social Security Act. The approximate 70% enhancement in benefits does little more than compensate pensions for the decline in the value of money in the last decade.

Aware of this fact Union leaders may press for a careful appraisal of our federal fiscal policies and urge those activities which will stem inflation.

Likewise, in the tax field, Unions may interest themselves in a tax policy which will encourage private investment and expansion of business. This would be part of the interest of the Union in the preservation of the individual company—a condition precedent to the collection of the pension benefit.

A second question to be raised is: What will be the effects of the limited coverage of industrial pensions? Probably not over 50% of the gainfully employed could be covered by private plans offering benefits of reasonable amounts. Those employers, who are operating on low profit margins, will not install plans unless compelled to do so by Union pressure; but only about 25% of the gainfully employed are Union members. In some industries the movement of workers in and out of employment is so rapid as to vitiate any hope for private pensions. In other industries the bulk of employees are

## WESTCOTT & MAPES

INCORPORATED

NEW HAVEN CONNECTICUT

ARCHITECTS VALUATIONS ENGINEERS

STUDIES  
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so young as to make a plan meaningless or so old as to make a pension installation prohibitively expensive.

An offshoot of this problem lies in the inequality of benefits found in private pension plans. This inequality is a function of the relative bargaining powers of the employer and the Union—the ability of the employer to pay and his social outlook. These inequalities have within them the seeds of bitter inter-Union rivalry. Even worse, the disenfranchised who are not included in a private pension plan but who pay as consumers for the benefits of those who are covered may resort to unfortunate political retaliation.

A third problem to be posed is: What is the impact of employee turnover on the effectiveness of private pension plans? Under the typical pension plan, an employee who leaves his employment, for any reason, before retirement age, forfeits his pension rights. On the other hand, the employee who has not served the usual 25 or 30 years will receive a reduced pension benefit. Yet a study of the labor market and labor turnover should convince any student that only a minority of employees will enjoy full pensions under currently negotiated plans. The majority cannot count on spending 25 or 30 years of their working lives with a single employer.

Associated with the question raised here is the possible immobilization of the labor force covered by pensions. This might have serious implications in a war economy when we may be trying to shift employees from civilian production industries into war industries. The employee may balk and resist the shift because of the effect on his pension rights. But even in a more normal economy workers should move into better paying jobs, steadier employment, expanding industries, healthier climates, more congenial work groups. Trial and error is the balance wheel of the labor market and shouldn't be made too highly expensive because of forfeiture of pension rights.

A fourth question is: Will pension plans add another obstacle to the employability of the older worker? Pension plans may impede the hiring of the older worker because of the great pension liability engendered. We have already a serious problem with this group. All of the raw evidence that we have points to the facts that it takes longer to find a new job after forty and frequently the new job involves downgrading in skill and earnings.

A fifth question revolves around the pension guarantees. The employees' pension rights depend on the employers' continuing ability to finance the pension cost out of its earnings. But there is a fairly high rate of business mortality and this is a normal incident of a dynamic capitalistic economy.

Finally, what effect will pension reserves have on the economy? Will they make it more dynamic and venturesome or will they operate in the direction of the mature and stagnant economy concept? The problem of finding sound investment outlets for the accumulated pension reserves is a complicated and difficult one.

The answer to these questions, and many others, will fill the picture in the years to come and tell us the economic and social effects of private pension plans.

## Accounting Hints

(Continued from page 30)

individuals. It should be participated in by all of the key workers in the plant. The men in each department of the plant should be given the responsibility for the inventory work in their own departments. They should be carefully instructed and should be guided in such a way that they will take pride in producing a good inventory job. The time required to take the inventory can be shortened by spreading the work and training the workers.

**6. Use modern forms.** The use of proper forms of modern design can greatly simplify the work of both taking the inventory and establishing its monetary value. By using inventory tickets which are interleaved with one-time carbon several copies of each ticket can be made at one writing. The several copies of each ticket may then be used simultaneously for several purposes. The following are examples:

a. One copy of each inventory ticket should be left with the material which it covers. That copy on the material will establish the fact that the lot of material has been inventoried.

b. As soon as the inventory in a department or section of the plant is completed, one copy of each inventory ticket may be given to the Production Control Department. The copies given to the Production Control Department may be sorted by production order number and part number and may be used to verify the accuracy of the production records.

c. If manual pricing methods are to be used by the Accounting Department, at least two copies of each ticket should be made available for pricing purposes. These two copies should be left together with the interleaved carbon between them.

Spaces should be provided on the inventory tickets so that the Accounting Department may place the pricing information directly on the tickets themselves. The tickets may be quite easily sorted by product, part number, etc. in order to simplify the pricing operation.

After the inventory tickets are priced the two copies of each ticket should be separated. One copy of each should be retained in order by product, part number, etc. and these copies should be totaled to establish the value of the inventory of each product. The second copy of each ticket should be re-sorted by ticket number. By adding these second copies together a control total may be established. The accumulated total of the tickets which are in order by product should, of course, agree with the total of the copies which are in order by ticket number. If two copies of the inventory ticket are used for pricing purposes and if the pricing is recorded on the tickets themselves, it is not necessary to record the tickets on inventory lists. A very considerable amount of time can be saved thereby.

The taking of physical inventories is a necessary task in most business enterprises. As one of the essential business operations the taking of inventories should be planned for and conducted in the most efficient manner possible. If modern business methods are applied to the operations involved in the taking of physical inventories, they can be efficiently taken in a short space of time and with very little interference with normal business activities.

### MYRON CLARK ASSOCIATES Management Consultants

Supervisory Training Programs  
Park Square Building Boston

### FREE SANITARY SURVEY!

Let your Dolge Service Man make a complete sanitary survey of your premises with a view to helping achieve more effective, efficient, economical maintenance. Send for booklet No. 10.

The C. B. DOLGE CO.

WESTPORT, CONNECTICUT

## BUSINESS PATTERN

**A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.**

**I**N September, increased demands placed upon industry as a result of the Korean war were reflected in a further rise in the index of business activity in Connecticut. During the month the index gained three percentage points to an estimated 39% above normal placing it on a comparable level with the fourth quarter of 1948 when business stood at the threshold of the 1949 recession. The principal reason for the September advance was the substantial gain in total manhours worked in Connecticut factories brought about by an increase in the number of persons employed and in the average hours worked per employee. The United States index of industrial activity rose to an estimated 34% above normal in September, thereby establishing a new post war high.

In September the index of manufacturing employment in Connecticut factories advanced three points to 34% above normal. At the middle of June, just prior to the outbreak of the Korean

war, employment in Connecticut manufacturing industries totaled 363,000 and by mid-September increased to 387,000, a gain of 7%. The following table shows corresponding employment increases in the principal labor market areas of the state:

Area	Number of Manufacturing Employees		Percent Increase
	June	September	
Bridgeport	55,600	59,700	7
Hartford	60,700	64,800	7
New Britain	25,100	26,900	7
New Haven	40,700	43,000	6
Stamford	18,700	20,200	8
Waterbury	39,400	41,500	5

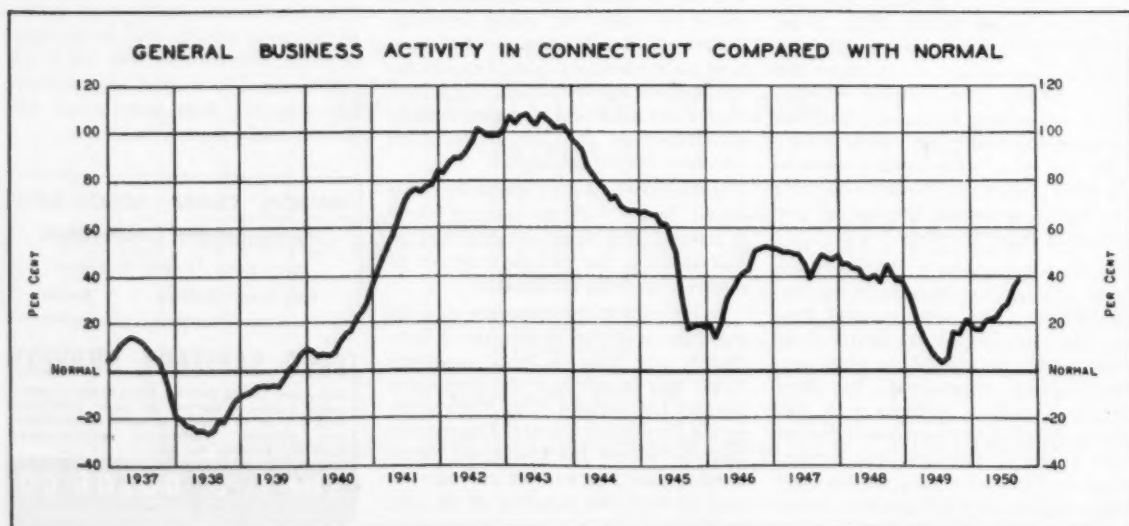
The index of manhours worked in Connecticut factories rose eleven points in September to reach an estimated 48% above normal. The manhour index has advanced twenty-five percentage points since the beginning of this year, nineteen points in the last three months. A large proportion of the in-

crease in industrial production in the third quarter was due to heavier civilian demands rather than from any sharp increase as yet in the manufacture of military goods. During that period, however, the government negotiated a great many contracts with Connecticut firms for certain materiel essential to the defense program. An indication of the volume involved is given in a list of contracts, in excess of \$25,000 each, released by the Manufacturers' Association of Connecticut which shows that from the latter part of July to the middle of October about 100 such contracts were placed with total value of over \$30,000,000. These contracts covered a great variety of items and were placed with companies located in all sections of the state.

Average hours and earnings for production workers in Connecticut fac-

tories have been on the increase this year, particularly in the third quarter. Monthly reports of the State Department of Labor show that the average hours worked per employee advanced from 40.0 at the beginning of the year to 41.1 in June and then rose to 42.8

(Continued on page 44)





## THOUGHTS ON MANAGEMENT

By CHARLES DELMAR TOWNSEND

### Train Your SUPERVISORS!

**EDITOR'S NOTE**—This is the first of a series of columns dealing with management problems and their solutions. The author is a graduate engineer who has had an unusually broad experience with a wide diversity of management problems, both as an executive in industry and as a consultant.

**T**HE need of supervision training lies in the fact that supervisors are constantly faced with problems of labor difficulties. Small as some of them may be they are often insurmountable to the average supervisor who has not had the background to handle the situation.

Why is this important? May we suggest you think of how embarrassed you were when someone asked you for an answer and you had to lose prestige because you did not know how to handle the question properly. This does not happen in your plant? Wasn't it only last week that your foreman handled inadequately an employee relationship problem? Didn't your superintendent fumble the handling of that last management policy? Do your employees always get the clear-cut top management picture presented to them by all of your supervision? If you are able to truthfully answer "no" to the first two questions and "yes" to the third question, then indeed your organization is well established in its fight against poor labor relations and is well on the road to a better and more prosperous era in business.

Take time now to analyze your supervision . . . not from what they know about their routine jobs but what they know about handling the big job of human relations. What they know about your management policies . . .

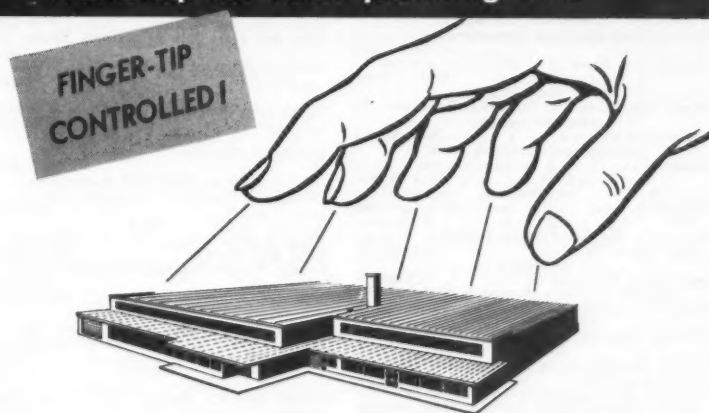
are they in accord? Do they sell it to other employees who are working for them? Is your own method of putting across ideas based on the fundamental principles of salesmanship? Do you take your supervisors into your confidence? Do you tell them how the business functions, what part they can play in the success of the company? If not, why not do so now. It is the first step toward better plant management and a start to better employee relationships.

Properly guided supervisors and those who know how to sell the company and believe in the company can soon combat the labor boss in the shop. Remember, always, that your foremen and lower supervisors are your first line of defense. Make sure that this line is strong for the "free enterprise" system which we now enjoy, but which is being attacked on all sides by some labor union leaders and "leftist" economists.

Let's develop our supervisors into super-salesmen of the principles of free enterprise and how it alone can solve the problem of our expanding economy. Let us be sure that our supervisors do not believe that security is the only solution to our problems. Be sure that all men who handle other employees know how the company operates, where productive capital comes from and where the profits, if any, go. Be sure they know how taxes are figured and what it means to them.

Make it simple, but make it strong. When they are convinced, they can help you gain rapidly in better labor relationships and greater productive capacity. Do not wait. Start now before it is too late.

### workshop for sales planning . . .



Work goes faster . . . the cost of production is lower . . . when your sales problems are analyzed and your sales literature planned and produced under one roof. Taylor and Greenough has the staff and facilities to do the entire job: ideas, copywriting, illustration and photography, printing. Creative and mechanical departments work in close cooperation — your printing is completely controlled. . . . The costly time-gaps between plan and production have been eliminated, enabling us to give you better printed sales helps at less cost.

**THE TAYLOR & GREENOUGH CO.**

20-30 BEAVER ROAD  
WETHERSFIELD 9, CONN.

# IT'S MADE IN CONNECTICUT

**EDITOR'S NOTE:** This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

**Accounting Forms**  
Baker-Goodyear Co The New Haven

**Accounting Machines**  
Underwood Corporation Bridgeport

**Adding Machines**  
Underwood Corporation Bridgeport

**Advertising Specialties**  
H C Cook Co The 32 Beaver St Ansonia  
Waterbury Companies Inc Waterbury

**Advertising Novelties**  
Gilman Brothers Company The (advertising pot-holders) Gilman

**Aero Webbing Products**  
Russell Mfg Co Middletown

**Air Compressors**  
Airline Manufacturing Company The Warehouse Point  
Spencer Turbine Co The Hartford

**Air Conditioning**  
Norwalk Airconditioning Corp The (forced air heating units oil fired) South Norwalk

**Air Impellers**  
The Torrington Manufacturing Co Torrington

**Aircraft**  
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport

**Aircraft Accessories**  
Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) West Hartford

**Warren McArthur Corp (Airplane Seatings)**  
Bantam

**Aircraft Instruments**  
Gorn Electric Company Inc Stamford

**Aircraft—Repair & Overhaul**  
Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford  
United Airports Div United Aircraft Corp Rentschler Field East Hartford

**Air Ducts**  
Wiremold Co The (Retractable) Hartford

**Air Heaters—Direct Fired**  
Peabody Engineering Corporation Stamford

**Aluminum Castings**  
Eastern Malleable Iron Company The Naugatuck  
Newton-New Haven Co. 688 Third Avenue West Haven

**Aluminum Forgings**  
Scovill Manufacturing Company Waterbury 91

**Aluminum Ingots**  
Lapides Metals Corp New Haven

**Aluminum—Sheets & Coils**  
United Smelting & Aluminum Co Inc New Haven

**Ammunition**  
Remington Arms Co Inc and Peters Cartridge Div Bridgeport  
Winchester Repeating Arms Company Division Olin Industries Inc. New Haven

**Anodizing**  
Conn Metal Finishing Co Hamden

**Apparel Fabrics—Woolen & Worsted**  
Broad Brook Company Broad Brook

**Artificial Leather**  
Permatex Fabrics Corp The Jewett City

**Asbestos**  
Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown  
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) Bridgeport

**Asbestos & Rubber Packing**  
Colt's Manufacturing Company Hartford

**Assemblies—Small**  
Greist Manufacturing Co The New Haven  
Han-Dee Spring and Manufacturing Co The (Small) Hartford

**I H Seasons & Son**  
Wallace Barnes Co The Div Associated Spring Corp Bristol

**Auto Cable Housing**  
Wiremold Company The Hartford

**Automatic Control Instruments**  
Bristol Co The (temperature, pressure, flow, humidity, time) Waterbury

**Automobile Accessories**  
Kilborn-Sauer Company (lights and other accessories) Fairfield  
Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing) Bridgeport

**Automotive Bodies**  
Metropolitan Body Company Bridgeport

**Automotive Friction Fabrics**  
Russell Mfg Co The Middletown

**Automotive Parts**  
Eis Manufacturing Co (Hydraulic and Mechanical) Middletown

**Automotive & Service Station Equipment**  
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) Bridgeport  
Scovill Manufacturing Company (Canned Oil Dispensers) Waterbury 91

**Automotive Tools**  
Eis Manufacturing Company Middletown

**Badges and Metals**  
Waterbury Companies Inc Waterbury

**Bag—Paper**  
American Paper Goods Company The Kensington

**Bakelite Moldings**  
Watertown Mfg Co The Watertown

**Balls**  
Abbott Ball Co The (steel bearing and burnishing) Hartford  
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, aluminum) Hartford  
Kilian Steel Ball Corp The Hartford

**Banbury Mixers**  
Farrel-Birmingham Company Inc Ansonia

**Barrels**  
Abbott Ball Co The (burnishing and tumbling) Hartford  
Hartford Steel Ball Co The (tumbling) Hartford

**Bathroom Accessories**  
Autoyre Company The Oakville  
Charles Parker Co The Meriden

**Bath Tubs**  
Dextone Company New Haven

**Batteries**  
Bond Electric Corporation Division of Olin Industries Inc (flashlight, radio, hearing aid and others) New Haven  
Winchester Repeating Arms Co Division of Olin Industries Inc (flashlight, radio, hearing aid and others) New Haven

**Bearings**  
Fafnir Bearing Co (ball) New Britain  
New Departure Div of General Motors (ball) Bristol  
Norma-Hoffmann Bearings Corp (ball and roller) Stamford

**Bellows**  
Bridgeport Thermostat Company Inc (metallic) Bridgeport

**Bellows Assemblies**  
Bridgeport Thermostat Company Inc Bridgeport

**Bellows Shaft Seal Assemblies**  
Bridgeport Thermostat Company Inc Bridgeport

**Bells**  
Bevin Brothers Mfg Co. East Hampton  
Gong Bell Co The East Hampton  
Gaynor Electric Company Inc (and buzzers) Bridgeport

**N N Hill Brass Co The**  
East Hampton

**Belt Fasteners**  
Bristol Company The Waterbury  
Saling Manufacturing Company (patented self-aligning) Unionville

**Belting**  
Hartford Belting Co Hartford  
Russell Mfg Co The Middletown  
Thames Belting Co The Norwich

**Benches**  
Charles Parker Co The (piano) Meriden

**Bends—Pipe or Tube**  
National Pipe Bending Co The 160 River St New Haven

**Best Wood Products**  
Sorensen & Peters Inc Pawcatuck

**Bicycle Coaster Brakes**  
New Departure Div General Motors Corp Bristol

**Bicycle Sundries**  
New Departure Div General Motors Corp Bristol

**Binders Board**  
Colonial Board Company Manchester

**Biological Products**  
Ernst Bischoff Company Inc Ivoryton

**Blackening Salts for Metals**  
Mitchell-Bradford Chemical Co Bridgeport

**Blades**  
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) Hartford

**Blankets—Automatic**  
General Electric Company Bridgeport

**Bleaching, Dyeing, Printing & Finishing**  
Glasgo Finishing Co The Glasgo  
United States Finishing Company The (textile fabrics) Norwich

**Blocks**  
Howard Company (cupola fire clay) New Haven

**Blower Fans**  
Colonial Blower Company Plainville  
Spencer Turbine Co The Hartford

**Blower Systems**  
Colonial Blower Company Plainville  
Ripley Co Middletown

**Blueprints and Photostats**  
Joseph Merritt & Co Hartford

**Boilers**  
Bigelow Co The New Haven  
Petroleum Heat & Power Co (domestic only) Stamford

**Boils and Nuts**  
Blake & Johnson Co The (nuts machine screws, bolts, stove) Waterville  
Clark Brothers Bolt Co Milldale  
O K Tool Co Inc The (T-Slot) 33 Hull St Shelton

**Bonderizing**  
Clairglow Mfg Company Portland

**Bottle Openers**  
Scovill Mfg Co (steel, anodized aluminum) Waterbury

**Box Board**  
Lydall & Foulds Paper Co The Manchester  
National Folding Box Co Inc New Haven  
New Haven Pulp & Board Co New Haven  
Robertson Paper Box Co Montville  
Gair Company Inc Robert Montville

**Boxes**  
Airline Manufacturing Company (steel cash, bond, security and mail boxes) Warehouse Point  
Clairglow Mfg Company (metal) Portland  
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) Durham  
Gair Company Inc Robert (corrugated and solid fibre shipping containers) Montville

**Boxes and Crates**  
City Lumber Co of Bridgeport Inc The Bridgeport

**Boxes—Paper—Folding**  
Atlantic Carton Corp Norwich  
Bridgeport Paper Box Co Bridgeport  
Carpenter-Hayes Paper Box Co Inc The East Hampton  
Folding Cartons Incorporated (paper, folding) Versailles  
M S Dowd Carton Co Groton  
National Folding Box Co Inc (paper folding) New Haven  
New Haven Pulp & Board Co The New Haven  
Robertson Paper Box Co Montville  
Gair Company Inc Robert Montville  
S Curtis & Sons Inc Sandy Hook  
Warner Brothers Company The Bridgeport

**Boxes—Paper—Setup**  
Bridgeport Paper Box Co Bridgeport  
Heminway Corporation The Waterbury  
Strouse Adler Company The New Haven

**Braided Fiberglass Slewing**  
Ansonia O & C Co Ansonia

**Brake Cables**  
Eis Manufacturing Co Middletown

**Brake Linings**  
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) Bridgeport  
Russell Mfg Co The Middletown

**Brake Service Parts**  
Eis Manufacturing Co Middletown

**Brass & Bronze**  
American Brass Co The (sheet, wire, rods, tubes) Waterbury  
Bridgeport Brass Company (sheet, rod, wire and tubing) Bridgeport  
Bristol Brass Corp The (sheet, wire, rods) Bristol

**Chase Brass & Copper Co**  
Waterbury

**Miller Company The (phosphor bronze and brass in sheets, strips, rolls)**  
Meriden

**Plume & Atwood Mfg Co The (sheet, wire, rod)**  
Thomaston

**Scovill Manufacturing Company**  
Waterbury 91

**Tinsheet Metals Co The (sheets and rolls)**  
Waterbury

**Western Brass Mills Division of Olin Industries Inc (sheet, strip)**  
New Haven (Advt.)

# IT'S MADE IN CONNECTICUT

<b>Brass &amp; Bronze Ingot Metal</b>		<b>Card Clothing</b>		<b>Clocks</b>	
Plume & Atwood Mfg Co The	Thomaston	Standard Card Clothing Co The (for textile mills)	Stafford Springs	E Ingraham Co The	Bristol
Whipple and Choate Company The	Bridgeport	<b>Carpenter's Tools</b>		Seth Thomas Clocks	Thomaston
<b>Brass, Bronze &amp; Aluminum Castings</b>		Sargent & Company (Planes, Squares, Plumb Vises)	New Haven	United States Time Corporation The	Waterbury
Victors Brass Foundry Inc	Guilford	<b>Carpet Cushion</b>		<b>Clocks—Alarm</b>	
<b>Brass Goods</b>		Sponge Rubber Products Co Inc	Shelton	Lux Clock Mfg Co The	Waterbury
American Brass Company The	Waterbury	<b>Carpet and Rugs</b>		New Haven Clock and Watch Co The (spring & electric)	New Haven
Plume & Atwood Mfg Co The (to order)	Waterbury	Bigelow-Sanford Carpet Co	Thompsonville	William L. Gilbert Clock Corporation The	Winsted
Rostand Mfg Co The (Ecclesiastical Brass Wares)	Milford	<b>Casters—Industrial</b>		<b>Clocks—Automatic Cooking</b>	
Scovill Manufacturing Company (to order)	New Haven	Bassick Company The (Industrial and General)	Bridgeport	Lux Clock Mfg Co The	Waterbury
<b>Western Brass Mills Division of Olin Industries Inc (to order)</b>		George P Clark Co	Windsor Locks	<b>Clutches</b>	
<b>Brass Mill Products</b>		<b>Castings</b>		Snow-Nabstedt Gear Corp The	New Haven
American Brass Company The	Waterbury	Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum)	Meriden	<b>Clutch Facings</b>	
Bridgeport Brass Co	Bridgeport	Connecticut Foundry Co (grey iron)	Rocky Hill	Russell Mfg Co The	Middletown
Chase Brass & Copper Co	Waterbury	Connecticut Malleable Castings Co (malleable iron castings)	New Haven	<b>Clutch—Friction</b>	
Plume & Atwood Mfg Co The	Thomaston	Charles Parker Co The (grey iron)	Meriden	Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic)	Bridgeport
Scovill Manufacturing Company	Waterbury 91	<b>Castings</b>		<b>Coffee Makers</b>	
Western Brass Mills Division of Olin Industries Inc	New Haven	Eastern Malleable Iron Company The (malleable iron, metal and alloy)	Naugatuck	General Electric Company	Bridgeport
<b>Brass Wall Plates</b>		Farral-Birmingham Company Inc (Mechanite, Nodular Iron, Steel)	Ansonia	<b>Coils—Pipe or Tube</b>	
Gaynor Electric Company Inc	Bridgeport	Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London	National Pipe Bending Co The	160 River St New Haven
<b>Brick—Building</b>		Plainville Casting Company (gray, alloy and high tensile irons)	Plainville	Whitlock Manufacturing Co The	Hartford
Donnelly Brick Co The	New Britain	Revere Corporation of America (precision investment)	Wallingford	<b>Coin Tokens</b>	
<b>Bricks—Fire</b>		John M Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck	Waterbury Companies Inc	Waterbury
Howard Company	New Haven	Malleable Iron Fittings Co (malleable iron and steel)	Brantford	<b>Commercial Heat Treating</b>	
<b>Bright Wire Goods</b>		McLagon Foundry Co (grey iron)	New Haven	A F Holden Company The	52 Richard St West Haven
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and New Hooks)	New Haven	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven	<b>Commercial Truck Bodies</b>	
<b>Broaching</b>		Philbrick-Booth & Spencer Inc (grey iron)	Hartford	Metropolitan Body Company	Bridgeport
Hartford Special Machinery Co The	Hartford	Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91	<b>Compressors</b>	
<b>Brooms—Brushes</b>		Sessions Foundry Co The (grey iron & semi steel)	New Britain	Norwalk Company Inc (high pressure air and gas)	South Norwalk
Fuller Brush Co The	Hartford	Union Mfg Co (grey iron & semi steel)	Waterbury	<b>Concrete Products</b>	
<b>Buckles</b>		Waterbury Foundry Company The (highway & saah weights)	Waterbury	Plastricrete Corp	Hamden
B Schwanda & Sons	Staffordville	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown	<b>Cones</b>	
G E Prentice Mfg Co The	Kensington	<b>Castings—Permanent Mould</b>		Sonoco Products Co (Climax-Lowell Div)	Mystic
Hatheyway Mfg Co The (Dee Rings)	Bridgeport	Bradley & Hubbard Mfg Co The (zinc and aluminum)	Meriden	<b>Consulting Engineers</b>	
Hawley Mfg Co The	Bridgeport	John M Russell Mfg Co Inc	Naugatuck	Stanley P Rockwell Co Inc The (Consulting)	296 Homestead Ave Hartford
John M Russell Mfg Co Inc	Naugatuck	Bridgeport Chain & Mfg Co	Bridgeport	<b>Contract Machining</b>	
North & Judd Manufacturing Co	New Britain	Head Chain Mfg Co The	Bridgeport	Malleable Iron Fittings Company	Brantford
Patent Button Co The	Waterbury	H G H Products Co Inc	Shelton	<b>Contract Manufacturers</b>	
<b>Buffing Compounds</b>		Carwin Company The	North Haven	Greist Mfg Co The (metal parts and assemblies)	New Haven
Roberts Rouge Co The	Stratford	<b>Chemicals</b>		Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Durham
<b>Buffing &amp; Polishing Compositions</b>		American Cyanamid Company	Waterbury	Plume & Atwood Mfg Co The (metal parts & assemblies)	Waterbury
Apothecaries Hall Co	Waterbury	Apothecaries Hall Co	Waterbury	Scovill Manufacturing Company (metal parts and assemblies)	Waterbury 91
Lea Mfg Co	Waterbury	Carwin Company The	North Haven	J H Sessions & Son	Bristol
<b>Buffing Wheels</b>		Edcan Laboratories	South Norwalk	<b>Controllers</b>	
Williamsville Buff Div The	Bullard Clark Company	Macalaster Bicknell Company	New Haven	Bristol Company The	Waterbury
<b>Burners</b>		Naugatuck Chemical Division	United States	Manning Maxwell & Moore Inc	Bridgeport
Plume & Atwood Mfg Co The (kerosene oil lighting)	Waterbury	New England Lime Company	Canaan	<b>Conversion Gas Range</b>	
<b>Burners—Automatic</b>		Pfizer & Co Inc	Chas	Bland Burner Co The	Hartford
Peabody Engineering Corporation	Stamford	<b>Chemicals—Agricultural</b>		<b>Conversion Oil Range Burner</b>	
<b>Burners—Coal and Oil</b>		Naugatuck Chemical Division	United States	Bland Burner Co The	Hartford
Peabody Engineering Corporation (Combined)	Stamford	Rubber Co (insecticides, fungicides, weed killers)	Naugatuck	<b>Conveyor Systems</b>	
<b>Burners—Gas</b>		<b>Chemicals—Aromatic</b>		Leeds Electric and Mfg Co The	Hartford
Peabody Engineering Corporation (Blast Furnace)	Stamford	Naugatuck Chemical Division	United States	Production Equipment Co	Meriden
<b>Burners—Gas and Oil</b>		Rubber Co	Naugatuck	<b>Copper</b>	
Peabody Engineering Corporation (Combined)	Stamford	<b>Chemicals—Rubber</b>		American Brass Corp The (sheet, wire, rods, tubes)	Waterbury
<b>Burners—Refinery</b>		Robert J King Company Inc The	Norwalk	Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport
Peabody Engineering Corporation (For Gas and Oil)	Stamford	Foursome Manufacturing Company (various sizes and styles)	Bristol	Bristol Brass Corp The (sheet)	Bristol
<b>Buttons</b>		<b>Chromium Plating</b>		Chase Brass & Copper Co (sheet, rod, wire tube)	Waterbury
B Schwanda & Sons	Staffordville	Chromium Corp of America	Waterbury	Thinsheet Metals Co The (sheets and rolls)	Waterbury
Colt's Manufacturing Company	Hartford	Chromium Process Corporation The	Hartford	Western Brass Mills Division of Olin Industries Inc (sheet, strip)	New Haven
I. C. White Company The	Waterbury	<b>Chucks</b>		<b>Copper Sheets</b>	
Frank Parizek Manufacturing Co The	West Willington	Cushman Chuck Co The	Hartford	American Brass Company The	Waterbury
Patent Button Co The	Waterbury	Union Mfg Co	New Britain	New Haven Copper Co The	Seymour
Scovill Manufacturing Company (Uniform and Tack Fasteners)	Waterbury 91	<b>Chucks &amp; Face Plate Jaws</b>		<b>Copper Shingles</b>	
<b>Cabinets</b>		Cushman Chuck Co The	Hartford	New Haven Copper Co The	Seymour
Charles Parker Co The (medicine)	Meriden	<b>Chucks—Power Operated</b>		<b>Copper Water Tube</b>	
<b>Cabinet Work</b>		Cushman Chuck Co The	Hartford	American Brass Company The	Waterbury
Hartford Builders Finish Co	Hartford	Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven	Bridgeport Brass Co	Bridgeport
<b>Cable—Asbestos Insulated</b>		<b>Cleaning Compounds</b>		<b>Cords—Asbestos</b>	
Rockbestos Products Corp	New Haven	MacDermid Incorporated	Waterbury	General Electric Company	Bridgeport
<b>Cable—BX Armored</b>		<b>Clock Mechanisms</b>		<b>Cords—Braided</b>	
General Electric Company	Bridgeport	Lux Clock Mfg Co The	Waterbury	General Electric Company	Bridgeport
<b>Cable—Nonmetallic Sheather</b>		<b>Clocks</b>		<b>Cords—Heater</b>	
General Electric Company	Bridgeport	<b>Clocks</b>		General Electric Company	Bridgeport
<b>Cable—Service Entrance</b>		<b>Clocks</b>		<b>Cords—Portable</b>	
General Electric Company	Bridgeport	<b>Clocks</b>		General Electric Company	Bridgeport
<b>Cages</b>		<b>Clocks</b>		<b>Cord Sets</b>	
Andrew B Hendryx Co The (bird and animal)	New Haven	<b>Clocks</b>		General Electric Company	Bridgeport
<b>Cams</b>		<b>Clocks</b>		<b>Cork Cots</b>	
American Cam Company Inc	Hartford	<b>Clocks</b>		Sonoco Products Co (Climax-Lowell Div)	Mystic
Hartford Special Machinery Co The	Hartford	<b>Clocks</b>		<b>Corrugated Box Manufacturers</b>	
Rowbottom Machine Company Inc	Waterbury	<b>Clocks</b>		Danbury Square Box Co The	Danbury (Advt.)
<b>Canvas Products</b>		<b>Clocks</b>			
F B Skiff Inc	Hartford	<b>Clocks</b>			
<b>Capacitors</b>		<b>Clocks</b>			
Electro Motive Mfg Co Inc The (mica & trimmer)	Willimantic	<b>Clocks</b>			



# IT'S MADE IN CONNECTICUT

**Corrugated Shipping Cases**  
Connecticut Corrugated Box Div Robert Gair Co Inc Portland  
D L & D Container Corp 87 Shelton Ave New Haven

**Cosmetic Containers**  
Eyelet Specialty Co The Waterbury  
Plume & Atwood Mfg Co The (metal) Waterbury

**Cosmetics**  
J B Williams Co The Glastonbury  
Northam Warren Corporation Stamford

**Cotton and Asbestos Wicking**  
Bland Burner Co The Hartford

**Cotton Yarn**  
Floyd Cranska Co The Moosup

**Counting Devices**  
Veeder-Root Inc Hartford

**Couplings—Self-Sealing**  
Sperry Products Inc Danbury

**Cranes and Conveyors**  
J-B Engineering Sales Co New Haven

**Crushers**  
Farrel-Birmingham Company Inc (Stone and Ore) Ansonia

**Cups—Paper**  
American Paper Goods Company The ("Puritan") Kensington

**Cut Stone**  
Dextone Co The New Haven

**Cutters**  
Barnes Tool Company The (pipe cutters, hand) New Haven

**O K Tool Co Inc The** (inserted tooth milling) 33 Hull St Shelton

**Standard Machinery Co The** (rotary board, single and duplex) Mystic

**Delayed Action Mechanism**  
M H Rhodes Inc Hartford

**R W Cramer Company Inc The** Centerbrook

**Diamonds—Industrial**  
Diamond Tool and Die Works Hartford

**Dictating Machines**  
Dictaphone Corporation Bridgeport

**Gray Manufacturing Company The** Hartford

**Soundsciber Corporation The** New Haven

**Die Castings**  
Newton-New Haven Co Inc New Haven

**Die Casting Dies**  
ABA Tool & Die Co Manchester

**Parker Stamp Works Inc The** Hartford

**Weimann Bros Mfg Co The** Derby

**Die Castings (Aluminum & Zinc)**  
Corbin Cabinet Lock Div American Hardware Corp New Britain

**Stewart Die Casting Div** Stewart Warner Corp Bridgeport

**Die-Heads—Self Opening**  
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven

**Geometric Tool Co The** New Haven

**Die Polishing Machinery**  
Hartford Special Machinery Co The Hartford

**Die Sets**  
Union Mfg Co (precision, steel and semi-steel) New Britain

**Dies**  
Hoggson & Pettis Mfg Co The 141 Brewery St. New Haven

**Parker Stamp Works Inc The** (plastics and die castings) Hartford

**Consolidated Industries** West Cheshire

**Dish Washing Machines**  
Colt's Manufacturing Company Hartford

**Disk Harrows**  
Orkell Inc—Cutaway Harrow Division Higganum

**Door Closers**  
P & F Corbin Division The American Hardware Corp New Britain

**Sargent & Company** New Haven

**Yale & Towne Manufacturing Company The** Stamford

**Dowel Pins**  
Allen Manufacturing Co The Hartford

**Holo-Krome Screw Corp The** West Hartford

**Drafting Accessories**  
Joseph Merritt & Co Hartford

**Drilling Machines**  
Henry & Wright Division of Hartford-Empire Company Hartford

**Drilling and Tapping Machinery**  
Hartford Special Machinery Co The Hartford

**Drop Forgings**  
Atwater Mfg Co Plantsville

**Bridgeport Hdwe Mfg Corp The** Bridgeport

**Capewell Mfg Company** Hartford

**Consolidated Industries** West Cheshire

**Wilcox Crittenden & Co Inc** Middletown

**Druggists' Rubber Sundries**  
Seamless Rubber Company The New Haven

**Elastic Braid**  
Ansonia O & C Co Ansonia

**Elastic Webbing**  
Ansonia O & C Co Ansonia

**Russell Mfg Co The** Middletown

**Electric Appliances**  
General Electric Company Bridgeport

**Electric Cables**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electric—Commutators & Segments**  
Cameron Elec Mfg Co The (rewinding motors) Ansonia

**Electric Cords**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electric Eye Control**  
United Cinephone Corporation Torrington

**Electric Fixture Wire**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electric Hand Irons**  
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

**Electric Insulation**  
Case Brothers Inc Manchester

**Rogers Corporation The** Manchester

**Electric Knife Sharpeners**  
Gorn Electric Company Inc The Stamford

**Electric Lighting Fixtures**  
Plume & Atwood Mfg Co The Waterbury

**Electric Motor Controls**  
Arrow-Hart & Hegeman Electric Co The Hartford

**Electrical Outlet and Switch Boxes, and Covers**  
General Electric Company Bridgeport

**Electric Panel Boards**  
Federal Electric Products Co Inc Hartford

**Electric Safety Switches**  
Federal Electric Products Co Inc Hartford

**Electric Shavers**  
Schick Incorporated Stamford

**Electric Signs**  
United Advertising Corp New Haven

**Electric Switches**  
Arrow-Hart & Hegeman Electric Co The Hartford

**Electric Time Controls**  
R W Cramer Company Inc The Centerbrook

**Electric Timepieces**  
New Haven Clock and Watch Co The (automobile and alarm) New Haven

**Electric Wire**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electric Wiring Devices**  
Arrow-Hart & Hegeman Electric Co The Hartford

**Electrical Circuit Breakers**  
Federal Electric Products Co Inc Hartford

**Electrical Conduit Fittings & Grounding Specialties**  
Gillette-Vibber Company The New London

**Electrical Control Apparatus**  
Federal Electric Products Co Inc Hartford

**Electrical Goods**  
A C Gilbert Co New Haven

**Electrical Insulation**  
Stevens Paper Mills Inc The Windsor

**Electrical Motors**  
U S Electrical Motors Inc Milford

**Electrical Recorders**  
Bristol Co The Waterbury

**Electrical Relays and Controls**  
Allied Control Co Plantsville

**Electrical Wiring Systems**  
Wiremold Co The Hartford

**Electronics**  
Crystal Research Laboratories Inc Hartford

**Gray Manufacturing Company The** Hartford

**Ripley Co** Middletown

**Electroplating**  
National Sherardizing & Machine Co Hartford

**Waterbury Plating Company** Waterbury

**Electroplating—Equipment & Supplies**  
Enthone Inc New Haven

**MacDermid Incorporated** Waterbury

**Electroplating Processes & Supplies**  
United Chromium Incorporated Waterbury

**Electrotypes**  
W T Barnum & Co Inc (all classes) New Haven

**Elevators**  
Eastern Machinery Co The (passenger and freight) New Haven

**General Elevator Service Co** Hartford

**Enameling**  
Conn Metal Finishing Co Hamden

**Waterbury Plating Company** Waterbury

**Enameling and Finishing**  
Clairglow Mfg Co Portland

**Engines**  
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford  
Wolverine Motor Works Inc (diesel stationary bridgeport)

**Envelopes**  
Curtis 1000 Inc Hartford

**United States Envelope Company,** Hartford

**Envelopes—Stock and Special**  
American Paper Goods Company The Kensington

**Extractors—Tap**  
Walton Company The West Hartford

**Eyelets**  
American Brass Company The Waterbury

**L C White Company The** Waterbury

**Platt Bros & Co The P O Box 1030** Waterbury

**Plume & Atwood Mfg Co The** Waterbury

**Scovill Manufacturing Company** Waterbury 91

**Eyelets, Ferrules and Wiring Terminals**  
American Brass Company The Waterbury

**Waterbury Companies Inc** Waterbury

**Eyelet Machine Products**  
American Brass Company The Waterbury

**Waterville Mfg Co The** (size 15 machines only) Waterville

**Fabricated Alloys**  
Rolock Inc (Heat Treating, Finishing) Southport

**Fancy Dress Buttons and Buckles**  
Waterbury Companies Inc Waterbury

**Fans—Electric**  
General Electric Company Bridgeport

**Fasteners—Slide & Snap**  
G E Prentice Mfg Co The Kennington

**Scovill Manufacturing Company** (snap and slide fasteners) Waterbury 91

**Felt**  
Auburn Manufacturing Company The (mechanical, cut parts) Middletown

**Felt—All Purpose**  
American Felt Co (Mill & Cutting Plant) Glenville

**Chas W House & Sons Inc** (Mills & Cutting Plant) Unionville

**Fenders—Boat**  
Sponge Rubber Products Co Inc Shelton

**Fibre Board**  
Case Brothers Inc Manchester

**C H Norton Co The** North

**Rogers Corporation (Specialty)** Manchester

**Stevens Paper Mills Inc The** Windsor

**Film Spools**  
Watkins Manufacturing Co Inc Milford

**Finger Nail Clippers**  
H C Cook Co The 32 Beaver St Ansonia

**File Cards**  
Standard Card Clothing Co The Stafford Springs

**Firearms**  
Colt's Manufacturing Company Hartford

**Marlin Firearms Co The** New Haven

**O F Mossberg & Sons Inc** New Haven

**Remington Arms Company Inc** Bridgeport

**Winchester Repeating Arms Company Division** New Haven

**Fire Hose**  
Fabrics Fire Hose (municipal and industrial) Sandy Hook

**Fireplace Goods**  
American Windshield & Specialty Co The Milford

**881 Boston Post Road** John P Smith Co The (screens) 423-33 Chapel St New Haven

**Fireproof Floor Joists**  
Dextone Co The New Haven

**Fireworks**  
M Backes' Sons Inc Wallingford

**Fishing Tackle**  
Bevin-Wilcox Line Co The (lines) East Hampton

**H C Cook Co The 32 Beaver St** Ansonia

**Horton Mfg Co The** (reels, rods, lines) Bristol

**Jim Harvey Div Local Industries Inc** (nets, lures) Lakeville

**Flashlights**  
Bond Electric Corporation Division of Olin Industries Inc New Haven

**Bridgeport Metal Goods Mfg Co** Bridgeport

**Winchester Repeating Arms Company Division** New Haven

**Floor & Ceiling Plates**  
Beaton & Cadwell Mfg Co The New Britain

**Gaynor Electric Co Inc** Bridgeport

**Fluorescent Lighting Equipment**  
Vanderman Manufacturing Co The Williamantic

**Wiremold Company The** Hartford

**Food Mixers—Electric**  
General Electric Company Bridgeport

**Forgings**  
Clark Brothers Bolt Co Milldale

**Heppenstall Co** (all kinds and shapes) Bridgeport

**Scovill Manufacturing Company** (Non-ferrous) Waterbury 91

(Adv't.)



# I T ' S M A D E I N C O N N E C T I C U T

<b>Foundries</b>		<b>Hardware—Trailer Cabinet</b>		<b>Insulating Refractories</b>	
Connecticut Malleable Castings Co (malleable iron castings)	New Britain	Excelsior Hardware Co The	Stamford	Mullite Refractories Co The	Shelton
Farrel-Birmingham Company Inc (Iron and Steel)	Ansonia	<b>Hardware, Trunk &amp; Luggage</b>		<b>Insulating Tape</b>	Ansonia
Plainville Casting Company (gray, alloy and high tensile irons)	Plainville	Corbin Cabinet Lock Div American Hardware Corp	New Britain	<b>Inter-Communications Equipment</b>	
Sessions Foundry Co The (iron)	Bristol	J H Sessions & Son	Bristol	Connecticut Telephone & Electric Division of Great American Industries Inc	Meriden
Union Mfg Co (gray iron & semi steel)		Vale & Towne Manufacturing Company The	Stamford	<b>Interval Timers</b>	
		<b>Hat Machinery</b>		Lux Clock Manufacturing Company	Waterbury
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	New Britain	Doran Bros Inc	Danbury	Rhodes Inc M H	Hartford
	Middletown	<b>Health, Surgical &amp; Orthopedic Supports</b>		<b>Ironing Machines—Electric</b>	
<b>Foundry Riddles</b>		Berger Brothers Company The (custom made for back, breast, and abdomen)	New Haven	General Electric Company	Bridgeport
John P Smith Co The	423-33 Chapel St New Haven	<b>Heat Exchangers</b>		Case Brothers Inc	Manchester
Rolock Inc (brass, galvanized steel)	Fairfield	Whitlock Manufacturing Co The	Hartford	<b>Japanning</b>	
<b>Fuel Oil Pump and Heater Sets</b>		<b>Heat Elements</b>		J H Sessions & Son	Bristol
Peabody Engineering Corporation	Stamford	Safeway Heat Elements Inc (woven wire resistance type)	Middletown	<b>Jewelry Findings</b>	
<b>Furnaces</b>		<b>Heat Treating</b>		Jig Borer	Waterbury
Norwalk Airconditioning Corp The (warm air oil fired)	South Norwalk	A F Holden Co The 52 Richard St West Haven		Moore Special Tool Co (Moore)	Bridgeport
W S Rockwell Company (Industrial)	Fairfield	Bennett Metal Treating Co The	Elmwood	Jig Grinder	Bridgeport
<b>Furnace Linings</b>		1945 New Britain Ave	Shelton	Moore Special Tool Co (Moore)	Bridgeport
Mullite Refractories Co The	Shelton	Driscoll Wire Company The		<b>Jointing</b>	
<b>Fuses—Plug and Cartridge</b>		New Britain-Gridley Machine Division		Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet)	Bridgeport
General Electric Company	Bridgeport	The New Britain Machine Co	New Britain	<b>Key Blanks</b>	
<b>Gage Blocks</b>		Stanley P Rockwell Co Inc The	Hartford	Corbin Cabinet Lock Div American Hardware Corp	New Britain
Fonda Gage Company (Fonda lifetime-carbide and steel)	Stamford	296 Homestead Ave		Sargent & Company	New Haven
<b>Galvanizing</b>		<b>Heat-Treating Equipment</b>		Vale & Towne Manufacturing Company The	Stamford
Malleable Iron Fittings Co	Branford	A F Holden Company The 52 Richard Street West Haven (Main Plant)		<b>Labels</b>	
Wilcox Crittenden & Co Inc	Middletown	Autoyre Company The	Oakville	J & J Cash Inc (Woven)	South Norwalk
<b>Galvanizing &amp; Electrical Plating</b>		Kolock Inc (Baskets, Muffles, etc.)	Southport	Naugatuck Chemical Division United States Rubber Co (for rubber articles)	Naugatuck
Gillette-Vibber Co The	New London	Stanley P Rockwell Co Inc The (commercial)	Hartford	<b>Label Moisteners</b>	
<b>Gaskets</b>		296 Homestead Ave		Better Packages Inc	Shelton
Auburn Manufacturing Company The (from all materials)	Middletown	Wallace Barnes Co The Div Associated Spring Corp	Bristol	<b>Laboratory Equipment</b>	
Raybestos Div of Raybestos-Manhattan Inc The	Bridgeport	<b>Heat Treating Salts and Compounds</b>		Eastern Industries Inc	New Haven
<b>Gas Scrubbers, Coolers and Absorbers</b>		A F Holden Company The 52 Richard Street West Haven		<b>Laboratory Supplies</b>	
Peabody Engineering Corporation	Stamford	Mitchell-Bradford Chemical Co	Bridgeport	Macalaster Bicknell Company	New Haven
<b>Gauges</b>		<b>Heating Apparatus</b>		<b>Laces</b>	
Bristol Co The (pressure and vacuum—recording automatic control)	Waterbury	Miller Company The (domestic oil burners and heating devices)	Meriden	Wilcox Lace Corp The	Middletown
Fonda Gage Company (special)	Stamford	<b>Heating and Cooling Coils</b>		<b>Laces and Nettings</b>	
Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum)	Bridgeport	G & O Manufacturing Co	New Haven	Wilcox Lace Corporation The	Middletown
Manning Maxwell & Moore Inc	Stratford	<b>Heavy Chemicals</b>		<b>Lacquers &amp; Synthetic Enamels</b>	
<b>Gears and Gear Cutting</b>		Naugatuck Chemical Division	United States	Chemical Coatings Corporation	Rocky Hill
Farrel-Birmingham Company Inc	Ansonia	Rubber Co (sulphuric, nitric and muriatic acids and aniline oil)	Naugatuck	Dagmar Chemical Company Inc	Glenbrook
Hartford Special Machinery Co The (Hartford)		<b>Hex-Socket Screws</b>		United Chromium Incorporated	Waterbury
<b>Giftwares</b>		Bristol Company The	Waterbury	Zapon Finishes Atlas Powder Co	Stamford
Waterbury Companies Inc	Waterbury	Holo-Krome Screw Corp The	West Hartford	<b>Ladders</b>	
<b>Glass Blowing</b>		<b>Highway Guard Rail Hardware</b>		A W Flint Co	196 Chapel St New Haven
Macalaster Bicknell Company	New Haven	Malleable Iron Fittings Co	Branford	<b>Lamps</b>	
<b>Glass Cutters</b>		<b>Hinges</b>		Plume & Atwood Mfg Co The (metal oil)	Waterbury
Fletcher-Terry Co The	Forestville	Homer D Bronson Company	Beacon Falls	<b>Lampholders—Incandescent and Fluorescent</b>	
<b>Golf Equipment</b>		<b>Hobs and Hobbings</b>		General Electric Company	Bridgeport
Horton Mfg Co The (clubs, shafts, balls, bags)	Bristol	ABA Tool & Die Co	Manchester	<b>Lamp Shades</b>	
<b>Governors</b>		J-B Engineering Sales Co	New Haven	Verplex Company The	Essex
Henry & Wright Div Hartford-Empire Co (speed regulating, centrifugal, hydraulic)	Hartford	<b>Hoists and Trolleys</b>		<b>Lathes—Contin-U-Matic</b>	
<b>Greeting Cards</b>		Union Mfg Company	New Britain	Bullard Company The (vertical multi-spindle—continuous turning type)	Bridgeport
A D Steinbach & Sons Inc	New Haven	<b>Home Laundry Equipment</b>		<b>Lathes—Jiff Man-Au-Trol</b>	
<b>Grinding</b>		General Electric Company	Bridgeport	Bullard Company The (horizontal 3 spindle)	Bridgeport
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)	19 Staples St Bridgeport	<b>Hose Supporters</b>		<b>Lathes—Multi-Au-Matic</b>	
Farrel-Birmingham Company Inc (Roll and Cylindrical)	Ansonia	Ansonia O & C Co	Ansonia	Bullard Company The (vertical multi-spindle—indexing type)	Bridgeport
Hartford Special Machinery Co The (gears, threads, cams and splines)	Hartford	<b>Hose Supporter Trimmings</b>		<b>Lathes—Vertical Turret</b>	
<b>Grinding Machines</b>		Hawie Mfg Co The (So-Lo Grip Tabs)	Bridgeport	Bullard Company The (single spindle)	Bridgeport
Farrel-Birmingham Company Inc (Roll)	Ansonia	<b>Hospital Signal Systems</b>		<b>Laundry Roll Covers</b>	
Rowbottom Machine Company Inc (cam)	Waterbury	Connecticut Telephone & Electric Division of Great American Industries Inc	Meriden	Atlas Powder Company (Revolute)	Stamford
<b>Grommets</b>		<b>Hot Water Heaters</b>		<b>Lead Plating</b>	
American Brass Company The	Waterbury	Petroleum Heat & Power Co (Instantaneous domestic oil burner)	Stamford	Christie Plating Co The	Groton
Plume & Atwood Mfg Co The	Waterbury	<b>Hydraulic Brake Fluids</b>		<b>Leather</b>	
<b>Hand Tools</b>		Eis Manufacturing Co	Middletown	Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives)	Bridgeport	<b>Hydraulic Controls</b>		Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede)	Bethel
James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets)	Southington	Sperry Products Inc	Danbury	<b>Leather Dog Furnishings</b>	
<b>Hardness Testers</b>		<b>Industrial Finishes</b>		Andrew B Hendryx Co The	New Haven
Wilson Mechanical Instrument Company	Bridgeport	Chemical Coatings Corporation	Rocky Hill	The Smith-Worthington Saddlery Co	Hartford
<b>Hardware</b>		United Chromium Incorporated	Waterbury	<b>Leather Goods Trimmings</b>	
Basick Company The (Automotive)	Bridgeport	Zapon Finishes Atlas Powder Co	Stamford	G E Prentice Mfg Co The	Kensington
P & F Corbin Division The American Hardware Corp (builders)	New Britain	<b>Industrial and Marking Tapes</b>		<b>Leather, Mechanical</b>	
Sargent & Company	New Haven	Seamless Rubber Company The	New Haven	Auburn Manufacturing Company The (packings, cubs, washers, etc)	Middletown
Wilcox Crittenden & Co Inc (marine heavy and industrial)		<b>Infra-Red Equipment</b>		<b>Letterheads</b>	
Yale & Towne Manufacturing Company The (builders)	Stamford	Leeds Electric and Mfg Co The	Hartford	Lehman Brothers Inc (designers, engravers, lithographers)	New Haven
<b>Hardware—Marine &amp; Bus</b>		<b>Insanctibles</b>		<b>Lighting Accessories—Fluorescent</b>	
Rostand Mfg Co The	Milford	American Cyanamid Company	Waterbury	General Electric Company	Norfolk
		Darworth Incorporated ("Coracide" DDT Dispenser)	Simabury	<b>Lights—Trouble</b>	
		<b>Insecticide Bomb</b>		General Electric Company	Bridgeport
		Bridgeport Brass Company (Aer-a-sol)	Bridgeport	<b>Lighting Equipment</b>	
		<b>Insulated Wire Cords &amp; Cable</b>		Miller Co The (Miller, Duplexalite, Ivanhoe)	Meriden
		Kerite Insulated Wire & Cable Co Inc The	Seymour	United Manufacturing Co	New Haven
		<b>Instruments</b>		<b>Lime</b>	
		Bristol Company The	Waterbury	New England Lime Company	Canaan
		J-B-T Instruments Inc (Electrical and Temperature)	New Haven	<b>Lipstick Containers</b>	
		Manning Maxwell & Moore Inc	Bridgeport	Bridgeport Metal Goods Mfg Co	Bridgeport (Advt.)
		<b>Insulation</b>			
		Gilman Brothers Co The	Gilman		

# I T ' S M A D E I N C O N N E C T I C U T

## Lithographing

Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford  
New Haven Printing Company The New Haven

A D Steinbach & Sons New Haven

Yale & Towne Manufacturing Company The Stamford

**Locks—Builders**

P & F Corbin Division The American Hardware Corp New Britain

Sargent & Company New Haven

Yale & Towne Manufacturing Company The Stamford

**Locks—Cabinet**

Corbin Cabinet Lock Div American Hardware Corp New Britain

Excelsior Hardware Co The Stamford

Yale & Towne Manufacturing Company The Stamford

**Locks—Special Purpose**

Yale & Towne Manufacturing Company The Stamford

**Locks—Suit-Case and Trimmings**

Corbin Cabinet Lock Div American Hardware Corp New Britain

Excelsior Hardware Co The Stamford

**Locks—Trunk**

Yale & Towne Manufacturing Company The Stamford

Excelsior Hardware Co The Stamford

Yale & Towne Manufacturing Company The (and suitcase) Stamford

**Locks—Zipper**

Excelsior Hardware Co The Stamford

**Loom—Non-Metallic**

Wiremold Company The Hartford

**Luggage Fabric**

Falls Company The Norwich

**Lumber & Millwork Products**

City Lumber Co of Bridgeport Inc Bridgeport

**Machetes**

Collins Company The Collinsville

**Machine Tools**

Bullard Company The Bridgeport

**Machine Work**

Farrel-Birmingham Company Inc Ansonia

Fenn Manufacturing Company The (precision parts) Hartford

Hartford Special Machinery Co The (contract work only) Hartford

National Sherardizing & Machine Co (job) Hartford

Parker Stamp Works Inc The (Special) Hartford

Swan Tool & Machine Co The Hartford

Torrington Manufacturing Co The (special rolling mill machinery) Torrington

**Machinery**

Fenn Manufacturing Company The (Special) Hartford

Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport

Hallden Machine Company The (mill) Thomaston

Standard Machinery Co The (bookbinders) Mystic

Torrington Manufacturing Co The (mill) Torrington

**Machinery—Bolt and Nut**

Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery—Cold Heading**

Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery Dealers & Rebuilders**

Botwinik Brothers New Haven

J L Lucas and Son Fairfield

**Machinery—Metal-Working**

Bristol Metal-Working Equipment Hartford

Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery—Nut**

Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury

**Machinery—Screw and Rivet**

Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery—Wire Drawing**

Waterbury Farrel Foundry & Machine Co The Waterbury

**Machines**

Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Coulter & McKenzie Machine Co The (special, new development engineering design and construction) Bridgeport

Patent Button Company The Waterbury

**Machines—Automatic**

A H Nilson Mach Co The (Special) Bridgeport

**Machines—Automatic Chucking**

Bullard Company The Bridgeport

New Britain-Gridley Machine Division

The New Britain Machine Co. (multiple spindle and double end) New Britain

## Machines—Automatic Screw

New Britain-Gridley Machine Division  
The New Britain Machine Co (single and multiple spindle) New Britain

**Machines—Automatic Shaft Turning**

Bullard Company The (30H lathe—horizontal J spindle) Bridgeport

**Machines—Conveyor**

Bullard Company The (Bullard-Dunn rotary conveyor indexing type) Bridgeport

**Machines—Contin-U-Matic**

Bullard Company The (vertical multi-spindle—continuous turning) Bridgeport

**Machines—Draw Benches**

Fenn Manufacturing Company The Hartford

**Machines—Drill Spacing**

Bullard Company The (Man-Au-Trol spacer—used in conjunction with radial drills) Bridgeport

**Machines—Drop Hammers**

Fenn Manufacturing Company The Hartford

**Machines—Forming**

A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

**Machines—Mult-Au-Matic**

Bullard Company The Bridgeport

**Machines—Paper Ruling**

John McAdams & Sons Inc Norwalk

**Machines—Precision Boring**

New Britain-Gridley Machine Division

The New Britain Machine Co New Britain

**Machines—Rolling**

Fenn Manufacturing Company The Hartford

**Machines—Slotting**

Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury

**Machines—Swaging**

Fenn Manufacturing Company The Hartford

**Machines—Thread Rolling**

Hartford Special Machinery Co The Hartford

Waterbury Farrel Foundry & Machine Co The Waterbury

**Machines—Turks Head**

Fenn Manufacturing Company The Hartford

**Machines—Well Drilling**

Consolidated Industries West Cheshire

**Machines—Wire Drawing**

Fenn Manufacturing Company The Hartford

**Mail Boxes**

Airline Manufacturing Company The Warehouse Point

**Mail Boxes, Apartment & Residential**

Corbin Cabinet Lock Div American Hardware Corp New Britain

**Mailing Machines**

Pitney-Bowes Inc Stamford

**Manicure Instruments**

W E Bassett Company The Derby

**Manganese Bronze Ingot**

Whipple and Choate Company Bridgeport

**Marine Engines**

Kilborn-Sauer Company (running lights and searchlights) Fairfield

**Lathrop Engine Co The**

Mystic

**Marine Equipment**

Wilcox Crittenden & Co Inc Middletown

**Marine Reverse Gears**

Snow-Nabstedt Gear Corp The New Haven

**Marking Devices**

Hogson & Pettis Mfg Co The New Haven

**Matrices**

Parker Stamp Works Inc The (steel) Hartford

**Mattresses**

W T Barnum & Co Inc New Haven

**Mechanics Hand Tools**

Waterbury Mattress Co Waterbury

**Metal Boxes and Displays**

Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

**Metal Cleaners**

Durham Manufacturing Company The Durham

**Metal Finishes**

Apothecaries Hall Co Waterbury

**Metal Cleaning Machines**

MacDermid Incorporated Waterbury

**Metal Formings**

Colt's Manufacturing Company Hartford

**Metalizing**

Mitchell-Bradford Chemical Co Bridgeport

**Metal Novelties**

United Chromium Incorporated Waterbury

**Metal Finishing**

National Sherardizing & Machine Co

Waterbury Plating Company Hartford

Master Engineering Company West Cheshire

Conn Metal Finishing Co Hamden

H C Cook Co The 32 Beaver St Ansonia

## Metal Products—Stampings

American Brass Company The Waterbury  
J H Sessions & Son Bristol  
Scovill Manufacturing Company (Made-to-Order) Waterbury 91

## Metal Specialties

Excelsior Hardware Co The Stamford

## Metal Stampings

American Brass Company The Waterbury

Autotype Co The (Small) Oakville

Bridgeport Chain & Mfg Co Bridgeport

DooVal Tool & Mfg Inc The Naugatuck

Excelsior Hardware Co The Stamford

Greist Mfg Co The 503 Blake St New Haven

H C Cook Co The 32 Beaver St Ansonia

Master Engineering Company West Cheshire

J A Otterbein Company The (metal fabrications) Middletown

J H Sessions & Son Bristol

Patent Button Co The Waterbury

G E Prentice Mfg Co The Kensington

Plume & Atwood Mfg Co The Waterbury

Saling Manufacturing Company Unionville

Stanley Works The New Britain

Swan Tool & Machine Co The Hartford

Verplex Company The (Contract) Essex

Waterbury Lock & Specialty Co The Milford

## Meters—Gas

Sprague Meter Company Bridgeport

## Meters—Parking

Rhodes Inc M H Hartford

## Microscope—Measuring

Lundeborg Engineering Company Hartford

## Milk Bottle Carriers

John P Smith Co The 423-33 Chapel St New Haven

## Millwork

Hartford Builders Finish Co Hartford

## Millboard

Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport

## Milling Machines

Rowbottom Machine Company Inc (cam) Waterbury

## Mill Supplies

Wilcox Crittenden & Co Inc Middletown

## Minute Minds

Lux Clock Mfg Co The Waterbury

## Mirror Rosettes and Hangers

Waterbury Companies Inc Waterbury

## Mixing Equipment

Eastern Industries Inc New Haven

## Motor Switches

Gaynor Electric Company Inc Bridgeport

## Moulded Plastic Products

Colt's Manufacturing Company Hartford

Patent Button Co The Waterbury

Waterbury Companies Inc 117 Echo Lake Road Watertown

## Mouldings

Himmel Brothers Co The (architectural, metal and store front) Hamden

## Moulds

ABA Tool & Die Co Manchester

Hogson & Pettis Mfg Co The (steel) New Haven

114 Brewery St

Lundeborg Engineering Company (plastics) Hartford

Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford

Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol

## Napper Clothing

Standard Card Clothing Co The (for textile mills) Stafford Springs

## Nettings

Wilcox Lace Corp The Middletown

## Nickel Anodes

Apothecaries Hall Co Waterbury

Seymour Mfg Co The Seymour

## Nickel Silver

American Brass Company The Waterbury

Plume & Atwood Mfg Co The Thomaston

Seymour Mfg Co The Seymour

Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

## Nickel Silver Ingot

Whipple and Choate Company The Bridgeport

## Night Latches

P & F Corbin Division The American Hardware Corp New Britain

Sargent & Company New Haven

Yale & Towne Manufacturing Company The Stamford

## Non-ferrous Metal Castings

Miller Company The Meriden

Nuts, Bolts and Washers Milldale (Advt.)

Clark Brothers Bolt Co

# IT'S MADE IN CONNECTICUT

**Office Equipment**  
 Pitney-Bowes Inc Stamford  
 Underwood Corporation Bridgeport & Hartford

**Offset Printing**  
 Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford  
 New Haven Printing Company The New Haven

**Oil Burners**  
 Malleable Iron Fittings Co (domestic) Branford  
 Miller Company The (domestic) Meriden  
 Peabody Engineering Corp (Mechanical and /or Steam Atomizer) Stamford  
 Petroleum Heat & Power Co (domestic, commercial and industrial) Stamford  
 Silent Glow Oil Burner Corp The 1477 Park St Hartford  
 W S Rockwell Company (Industrial) Fairfield

**Oil Burner Wick**  
 Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

**Oil Tanks**  
 Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk

**Whitlock Manufacturing Co The**  
 Optical Cores & Ingots Hartford

**Plume & Atwood Mfg Co The**  
 Outlets—Electric Thomaston

**General Electric Company**  
 Owens Bridgeport

**W S Rockwell Company (Industrial)**  
 Package Sealers Fairfield

**Better Packages Inc**  
 Packing Shelton

**Auburn Manufacturing Company The**  
 (leather, rubber, asbestos, fibre) Middletown

**Raybestos Div of Raybestos-Manhattan Inc The**  
 (rubber sheet and automotive) Bridgeport

**Padlocks**  
 Corbin Cabinet Lock Div American Hardware Corp New Britain

**Sargent & Company**  
 Yale & Towne Manufacturing Company The Stamford

**Waterbury Lock & Specialty Co The**  
 Milford

**Staminate Corp The**  
 Paints and Enamels New Haven

**Moore Special Tool Co**  
 (crush wheel dresser) Bridgeport

**Gair Company Inc Robert**  
 New Haven Pulp & Board Co The Montville

**Robertson Paper Box Co**  
 Montville

**Paper Boxes**  
 Atlantic Carton Corp (folding) Norwich

**National Folding Box Co Inc**  
 (folding) New Haven

**New Haven Pulp & Board Co The**  
 New Haven

**Robertson Paper Box Co**  
 (folding) Montville

**Paper Boxes—Folding and Setup**  
 Bridgeport Paper Box Company Bridgeport

**M Backers' Sons Inc**  
 Warner Brothers Company The Wallingford

**Paper Clips**  
 H C Cook Co The (steel) 32 Beaver St Ansonia

**Paper Mill Machinery**  
 Farrel-Birmingham Company Inc Ansonia

**Paper Tubes and Cores**  
 Sonoco Products Co (Climax-Lowell Div) Mystic

**Parallel Tubes**  
 Sonoco Products Co (Climax-Lowell Div) Mystic

**Parkerizing**  
 Clairglow Mfg Company Portland

**Parking Meters**  
 Rhodes Inc M H Hartford

**Pattern-Makers**  
 Farrel-Birmingham Company Inc Ansonia

**Penlights**  
 Bridgeport Metal Goods Mfg Co Bridgeport

**Pet Furnishings**  
 Andrew B Hendryx Co The New Haven

**Photo Reproduction**  
 New Haven Printing Company The New Haven

**Piano Repairs**  
 Pratt Read & Co Inc (keys and action) Ivoryton

**Piano Supplies**  
 Pratt Read & Co (keys and actions, backs, plates) Ivoryton

**Pile Fabrics**  
 Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys) Shelton

**Pin Up Lamps**  
 Verplex Company The Essex

**Pipe**  
 American Brass Co The (brass and copper) Waterbury

**Bridgeport Brass Co**  
 (brass & copper) Bridgeport

**Chas Brass & Copper Co**  
 (red brass and copper) Waterbury

**Crane Company**  
 (fabricated) Bridgeport

**Howard Co**  
 (cement well and chimney) New Haven

**Pipe Fittings**  
 Corley Co Inc The (300# AAR) Plainville

**Malleable Iron Fittings Co**  
 Branford

**Holo-Krome Screw Corporation The**  
 (counter-sunk) West Hartford

**Holo-Krome Screw Co The**  
 West Hartford

**Plastics**  
 Naugatuck Chemical Division United States Rubber Co Naugatuck

**Sponge Rubber Products Co Inc**  
 (expanded cellular) Shelton

**Plastic Buttons**  
 Colt's Manufacturing Company Hartford

**Frank Parizek Manufacturing Co The**  
 West Willington

**Waterbury Companies Inc**  
 Patent Button Co The Waterbury

**Plastic Gems**  
 Colt's Manufacturing Company Hartford

**Plastics Machinery**  
 Farrel-Birmingham Company Inc Ansonia

**Plastic—Moulders**  
 Colt's Manufacturing Company Hartford

**Conn Plastics**  
 General Electric Company Meriden

**Geo S Scott Mfg Co The**  
 Waterbury Companies Inc Wallingford

**Watertown Mfg Co The**  
 Watertown

**Plastics—Moulds & Dies**  
 Parker Stamp Works Inc The (for plastics) Hartford

**Plasticrete Bloc**  
 Plasticrete Corp Hamden

**Plates—Switch**  
 General Electric Company Bridgeport

**Platers**  
 Christie Plating Co Groton

**Patent Button Co The**  
 Waterbury Plating Company Waterbury

**Chromium Process Company The**  
 (Chromium Plating only) Derby

**Platers' Equipment**  
 Apothecaries Hall Company Waterbury

**MacDermid Incorporated**  
 Plume & Atwood Mfg Co The Waterbury

**Plating**  
 Christie Plating Co The (including lead plating) Thomaston

**Conn Metal Finishing Co**  
 Groton

**United Chromium Incorporated**  
 Waterbury

**Bridgeport Brass Co**  
 Keeney Mfg Co The (special bends) Bridgeport

**Prefabricated Buildings**  
 City Lumber Co of Bridgeport Inc The Bridgeport

**Preservatives—Wood, Rope, Fabric**  
 Darworth Incorporated ("Cuprinol") Simsbury

**Press Buttons**  
 Gaynor Electric Company Inc Bridgeport

**Press Papers**  
 Case Brothers Inc Manchester

**Presses**  
 Farrel-Birmingham Company Inc (Hydraulic) Ansonia

**Henry & Wright Division of Hartford-Empire Company**  
 (automatic mechanical) Hartford

**Standard Machinery Co The**  
 (plastic molding, embossing, and die cutting) Mystic

**Presses—Power**  
 Waterbury Farrel Foundry & Machine Co The Waterbury

**Pressure Vessels**  
 Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk

**Whitlock Manufacturing Co The**  
 Hartford

**Printing**  
 Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford

**Finlay Brothers**  
 Heminway Corporation The Hartford

**Hunter Press**  
 New Haven Printing Company The New Haven

**Printing Machinery**  
 Banthin Engineering Co (automatic) Bridgeport

**Thomas W Hall Company**  
 Printing Rollers Stamford

**Chambers-Storck Company Inc The**  
 (engraved) Norwich

**Production Control Equipment**  
 United Cinephone Corporation Torrington

**Wasell Organization (Produc-Trol)**  
 Westport

**Production Welding**  
 Consolidated Industries West Cheshire

**Propellers—Aircraft**  
 Hamilton Standard Propellers Div United Aircraft Corp East Hartford

**Pumps**  
 Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

**Pumps—Small Industrial**  
 Eastern Industries Inc New Haven

**Pump Valves**  
 Colt's Manufacturing Company Hartford

**Punches**  
 Hoggson & Pettia Mfg Co The (ticket & cloth) 141 Brewery St New Haven

**Putty Softeners—Electrical**  
 Fletcher Terry Co The Box 415 Forestville

**Pyrometers**  
 Bristol Co The (recording and controlling) Waterbury

**Quartz Crystals**  
 Crystal Research Laboratories Inc Hartford

**Radiation-Finned Copper**  
 Bush Manufacturing Co West Hartford

**G & O Manufacturing Company The**  
 New Haven

**Vulcan Radiator Co The**  
 (steel and copper) Hartford

**Radiators—Engine Cooling**  
 G & O Manufacturing Co New Haven

**Radio and Television Components**  
 General Electric Company Bridgeport

**Radio Receivers**  
 General Electric Company Bridgeport

**Rayon Specialties**  
 Hartford Rayon Corporation The Rocky Hill

**Rayon Yarns**  
 Hartford Rayon Corporation The Rocky Hill

**Reamers**  
 O K Tool Co Inc The (inserted tooth) Shelton

**Recorders**  
 Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury



# IT'S MADE IN CONNECTICUT

<b>Retainers</b> Hartford Steel Ball Co The (bicycle & auto-motive) Hartford	<b>Scales—Industrial Dial</b> Kron Company The Bridgeport	<b>Shoe and Corset Laces</b> Ansonia O & C Co Ansonia
<b>Riveting Machines</b> Grant Mfg & Machine Co The Bridgeport H P Townsend Manufacturing Co The Elmwood	<b>Scissors</b> Acme Shear Company The Bridgeport	<b>Showcase Lighting Equipment</b> Wiremold Company The Hartford
<b>Rivets</b> L-R Mfg Div of The Ripley Co Torrington Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport	<b>Screens</b> Hartford Wire Works Co The (Windows, Doors and Porches) Hartford	<b>Shower Stalls</b> Dextone Company New Haven
<b>Rivets</b> Blake & Johnson Co The (brass, copper and non-ferrous) Waterville Clark Brothers Bolt Co Milldale Connecticut Manufacturing Company The Waterbury	<b>Screw Caps</b> Weimann Bros Mfg Co The (small for bottles) Derby	<b>Signals</b> H C Cook Co The (for card files) 32 Beaver St Ansonia
<b>Rivets</b> Plume & Atwood Mfg Co The Waterbury J H Sessions & Sons Bristol Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport	<b>Screw Machines</b> H P Townsend Mfg Company The Elmwood	<b>Sizing and Finishing Compounds</b> American Cyanamid Company Waterbury
<b>Roasters—Electric</b> General Electric Company Bridgeport	<b>Screw Machine Accessories</b> Barnaby Manufacturing and Tool Company Bridgeport	<b>Slide Fasteners</b> G E Prentice Mfg Co The Kensington North & Judd Manufacturing Co New Britain Patent Button Co The Waterbury
<b>Rods</b> American Brass Company The (copper, brass, bronze) Waterbury Bristol Brass Corp The (brass and bronze) Bristol Scovill Manufacturing Company (brass and bronze) Waterbury 91	<b>Screw Machine Products</b> Apex Tool Co Inc The Bridgeport Blake & Johnson Co The Waterville Bristol Screw Corporation Plainville Centerless Grinding Co Inc The (Heat treated and ground type only) 19 Staples Street Bridgeport Connecticut Manufacturing Company The Waterbury	<b>Slings</b> American Steel & Wire Company New Haven
<b>Roller Skates</b> Winchester Repeating Arms Company Division Olin Industries Inc New Haven	<b>Consolidated Industries</b> Eastern Machine Screw Corp The West Cheshire Truman & Barclay Sts New Haven Fairchild Screw Products Inc Winsted Franklin Screw Machine Co The (up to 1 1/4" capacity) Hartford Greist Mfg Co The (Up to 1 1/4" capacity) New Haven	<b>Smoke Stacks</b> Bigelow Company The (steel) New Haven
<b>Rolling Mills and Equipment</b> Farrel-Birmingham Company Inc Ansonia Waterbury Farrel Foundry & Machine Co The Waterbury	<b>Humason Mfg Co The</b> Lowe Mfg Co The Forestville National Automatic Products Company The Wethersfield	<b>Soap</b> J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Hartford Glastonbury
<b>Rolls</b> Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel) Ansonia	<b>Nelson's Screw Machine Products</b> New Britain Machine Company The New Britain	<b>Solder—Soft</b> Torrey S Crane Company Plantville
<b>Rope Wire</b> American Steel & Wire Company New Haven	<b>Olson Brothers Company</b> (up to 1/4" capacity) Plainville	<b>Special Machinery</b> Farrel-Birmingham Company Inc Ansonia Henry & Wright Division of Hartford-Empire Company Hartford
<b>Rubber Chemicals</b> Naugatuck Chemical Division United States Rubber Co Naugatuck	<b>Peck Spring Co The</b> Plume & Atwood Mfg Co The Waterbury Scovill Manufacturing Company Waterbury 91 Wallace Metal Products Co Inc New Haven Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) Waterbury Waterville Mfg Co The Waterville Watkins Manufacturing Co Inc Milford	<b>Special Parts</b> Greist Mfg Co The (small machines, especially precision stampings) New Haven J H Sessions & Son Bristol
<b>Rubber—Cellular</b> Sponge Rubber Products Co Inc Shelton	<b>Screw Machine Tools</b> American Cam Company Inc (Circular Form Tools) Hartford Somma Tool Co (precision circular form tools) Waterbury	<b>Special Industrial Locking Devices</b> Corbin Cabinet Lock Div American Hardware Corp New Britain
<b>Rubberized Fabrics</b> Duro-Gloss Rubber Co The New Haven	<b>Screws</b> American Screw Company Willimantic Atlantic Screw Works (wood) Hartford Blake & Johnson Co The (machine and wood) Waterville	<b>Special Tools &amp; Dies</b> Lundeborg Engineering Company Hartford
<b>Rubber Footwear</b> Goodyear Rubber Co The Middletown United States Rubber Company (Keds, Kedettes, Gaytens, U S Royal Footwear) Naugatuck	<b>Bristol Company The</b> (socket set and socket cap screws) Waterbury Charles Parker Co The (wood) Meriden Clark Brothers Bolt Co Milldale Connecticut Mfg Co The (machine) Waterbury Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford Scovill Manufacturing Company Waterbury 91	<b>Sponge Rubber</b> Sponge Rubber Products Co The Shelton United States Rubber Company Naugatuck
<b>Rubber Mill Machinery</b> Farrel-Birmingham Company Inc Ansonia	<b>Screws—Socket</b> Allen Manufacturing Company The Hartford Holo-Krome Screw Corp The West Hartford	<b>Spring Coiling Machines</b> Bowden Engineering Co (Torsion) Bristol Torrington Manufacturing Co The Torrington
<b>Rubber Products, Mechanical</b> Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown Canfield Co The H O Bridgeport	<b>Sealing Tape Machines</b> Better Packages Inc Shelton	<b>Spring Units</b> Owen Silent Spring Co Inc (mattresses and furniture) Bridgeport
<b>Rubber—Reclaimed</b> Naugatuck Chemical Division United States Rubber Co Naugatuck	<b>Sewing Machines</b> Greist Mfg Co The (Sewing machine attachments) 303 Blake St New Haven Morrow Machine Co The (Industrial) Hartford Singer Manufacturing Company The (Industrial) Bridgeport	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Rubber Soles</b> Danbury Rubber Co Inc The Danbury	<b>Shaving Soaps</b> J B Williams Co The Glastonbury	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Rubber Tile</b> Danbury Rubber Co Inc The Danbury	<b>Shears</b> Acme Shear Co The (household) Bridgeport	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Rubbish Burners</b> John P Smith Co The 423-33 Chapel St New Haven	<b>Shells</b> Wolcott Tool and Manufacturing Company Inc Waterbury	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Saddlery</b> The Smith-Worthington Saddlery Co Hartford	<b>Sheet Metal Products</b> Airline Manufacturing Company The Warehouse Point American Brass Co The (brass and copper) Waterbury	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Safety Clothing</b> American Optical Company Safety Division Putnam	<b>Merriam Mfg Co</b> (security boxes, fitted tool boxes, tackle boxes, displays) Durham Plume & Atwood Mfg Co The Waterbury United Advertising Corp Manufacturing Division (Job and Production Runs) New Haven	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Safety Fuses</b> Ensign-Bickford Co The (mining & detonating) Simsbury	<b>Sheet Metal Stampings</b> American Brass Company The Waterbury American Buckle Co The West Haven DooVal Tool & Mfg Inc The Naugatuck J H Sessions & Son Bristol Patent Button Co The Waterbury Plume & Atwood Mfg Co The Waterbury	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Safety Gloves and Mittens</b> American Optical Company Safety Division Putnam	<b>Shipment Sealers</b> Better Packages Inc Shelton	<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Safety Goggles</b> American Optical Company Safety Division Putnam		<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Sandwich Grills—Electric</b> General Electric Company Bridgeport		<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Saw Blades</b> Capewell Mfg Co The (Hack Saw, Band Saw) Hartford		<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol
<b>Saws, Band, Metal Cutting</b> Atlantic Saw Mfg Co New Haven		<b>Spring Washers</b> Wallace Barnes Co The Div Associated Spring Corp Bristol



# IT'S MADE IN CONNECTICUT

**Stampings—Small (Continued)**  
Master Engineering Company West Cheshire  
Koxers Corporation (Fibre Cellulose Paper)

Wallace Barnes Co The Div Associated Spring Corp  
Manchester Bristol

**Stationery Specialties**  
American Brass Company The Waterbury  
Waterbury Companies Inc Waterbury  
Steel

Stanley Works The (hot and cold rolled strip) New Britain

**Steel Castings**  
Farrel-Birmingham Company Inc Ansonia  
Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford  
Malleable Iron Fittings Co Branford  
Nutmeg Crucible Steel Co Branford

**Steel—Cold Rolled Spring**  
Wallace Barnes Co The Div Associated Spring Corp Bristol

**Steel—Cold Rolled Stainless**  
Wallingford Steel Company Wallingford

**Steel—Cold Rolled Strip and Sheets**  
American Steel & Wire Company New Haven  
Detroit Steel Corporation New Haven  
Wallingford Steel Company Wallingford

**Steel Goods**  
Merriam Mfg Co (sheets products to order) Durham

**Steel Rolling Rules**  
Waterbury Lock & Specialty Co The Milford

**Steel Strapping**  
Stanley Works The New Britain

**Stereotypes**  
W T Barnum & Co Inc New Haven

**Stop Clocks, Electric**  
H C Thompson Clock Co The Bristol

**Straps, Leather**  
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

**Studio Couches**  
Waterbury Mattress Co Waterbury

**Super Refractories**  
Mullite Refractories Co The Shelton

**Surface Metal Raceways & Fittings**  
Wiremold Company The Hartford

**Surgical Dressings**  
Acme Cotton Products Co Inc East Killingly  
Seamless Rubber Company The New Haven

**Surgical Rubber Goods**  
Seamless Rubber Company The New Haven

**Switches—Electric**  
General Electric Company Bridgeport

**Swaging Machinery**  
Hartford Special Machinery Co The Hartford

**Switchboards**  
Plainville Electrical Products Company Plainville

**Switchboards Wire and Cables**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Synchronous Motors**  
R W Cramer Company Inc The Centerbrook

**Tanks**  
Bigelow Company The (steel) New Haven  
Storts Welding Company (steel and alloy) Meriden

**Tape**  
Russell Mfg Co The Middletown

**Tap Extractors**  
Walton Company The West Hartford

**Taps, Collapsing**  
Geometric Tool Co The New Haven

**Tarred Lines**  
Brownell & Co Inc Moodus

**Telemetering Instruments**  
Bristol Co The Waterbury

**Television Receivers**  
General Electric Company Bridgeport

**Testers—Non-Destructive**  
Sperry Products Inc Danbury

**Textile Machinery**  
Merrow Machine Co The  
2814 Laurel St Hartford

**Textile Mill Supplies**  
Ernst Bischoff Company Inc Ivoryton

**Textile Processors**  
American Dyeing Corporation (rayon, acetate) Rockville  
Aspinook Corp The (cotton) Jewett City

**Thermometers**  
Bristol Co The (recording and automatic control) Waterbury  
Manning Maxwell & Moore Inc Bridgeport

**Thermistats**  
Bridgeport Thermostat Company Inc (automatic) Bridgeport

**Thin Gauge Metals**  
Plume & Atwood Mfg Co The Thomaston  
Thinsheet Metals Co The (plain or tinned in rolls) Waterbury

**Thread**  
American Thread Co The Willimantic  
Belding H-minway Corticelli Putnam

**Thread (Continued)**  
Gardner Hall Jr Co The (cotton sewing) South Willington  
Max Pollack & Co Inc Groton and Willimantic  
Wm Johl Manufacturing Co Mystic

**Thread Rolling Machinery**  
Hartford Special Machinery Co The Hartford

**Threading Machines**  
Grant Mfg & Machine Co The (double and automatic) Bridgeport

**Time Recorders**  
Stromberg Time Corp Thomaston

**Timers, Interval**  
A W Haydon Co The Waterbury  
H C Thompson Clock Co The Bristol  
R W Cramer Company Inc The Centerbrook  
Rhodes Inc M H Hartford

**Timing Devices**  
A W Haydon Co The Waterbury  
R W Cramer Company Inc The Centerbrook  
Lux Clock Manufacturing Company Waterbury  
Rhodes Inc M H Hartford  
Seth Thomas Clocks Thomaston  
United States Time Corporation The Waterbury

**Timing Devices & Time Switches**  
A W Haydon Co The Waterbury  
Lux Clock Manufacturing Company Waterbury  
M H Rhodes Inc Hartford

**Tinning**  
Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury  
Wilcox Crittenden & Co Inc Middletown

**Tools**  
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven  
O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton

**Tool Chests**  
Vanderman Manufacturing Co The Willimantic

**Tools & Dies**  
Moore Special Tool Co Bridgeport  
Swan Tool & Machine Co The Hartford

**Tools, Dies & Fixtures**  
Fonda Gage Company (also jigs) Stamford  
Greist Mfg Co The New Haven

**Tools, Hand & Mechanical**  
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport

**Toys**  
A C Gilbert Company New Haven  
Geo S Scott Mfg Co The Wallingford  
Gong Bell Co The East Hampton  
N N Hill Brass Co The East Hampton  
Waterbury Companies Inc Waterbury

**Toys and Novelties**  
Waterbury Companies Inc Waterbury

**Tramways**  
American Steel & Wire Company New Haven

**Trucks—Commercial**  
Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies) Bridgeport

**Trucks—Industrial**  
George P Clark Co Windsor Locks

**Trucks—Lift**  
Excelsior Hardware Co The Stamford  
George P Clark Co Windsor Locks

**Trucks—Skid Platforms**  
Excelsior Hardware Co The (lift) Stamford

**Tube Clips**  
H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia  
Weimann Bros Mfg Co The (for collapsible tubes) Derby

**Tube Fittings**  
Scovill Mfg Co ("Uniflare") Waterbury

**Tubing**  
American Brass Co The (brass and copper) Waterbury  
Bridgeport Brass Company (brass and copper) Bridgeport  
G & O Manufacturing Co (fanned) New Haven  
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

**Tubing—Heat Exchanger**  
American Brass Company The Waterbury  
Scovill Manufacturing Company Waterbury 91

**Typewriters**  
Royal Typewriter Co Inc Hartford  
Underwood Corporation Hartford

**Typewriters—Portable**  
Underwood Corporation Hartford

**Typewriter Ribbons and Supplies**  
Underwood Corporation Hartford and Bridgeport

**Underclearer Rolls**  
Sonoco Products Co (Climax-Lowell Div) Mystic

**Uniform Buttons**  
Waterbury Companies Inc Waterbury

**Union Pipe Fittings**  
Corley Co Inc The (300# AAR) Plainville

**Upholstering Fabrics—Woolen & Worsted**  
Broad Brook Company (automobile, airplane, railroad) Broad Brook

**Vacuum Bottles and Containers**  
American Thermos Bottle Co Norwich

**Vacuum Cleaners**  
Electrolux Corporation Old Greenwich  
Spencer Turbine Co The Hartford

**Valves**  
Norwalk Valve Company (sensitive check valves) South Norwalk  
W S Rockwell Company (Industrial) Fairfield

**Valve Discs**  
Colt's Manufacturing Company Hartford

**Valves—Automatic Air**  
Beaton & Cadwell Mfg Co New Britain

**Valves—Automobile Tire**  
Bridgeport Brass Company Bridgeport

**Valves—Radiator Air**  
Bridgeport Brass Company Bridgeport

**Valves—Relief & Control**  
Beaton & Cadwell Mfg Co New Britain

**Valves—Safety & Relief**  
Manning Maxwell & Moore Inc Bridgeport

**Vanity Boxes**  
Bridgeport Metal Goods Mfg Co Bridgeport

**Varnishes**  
Staminite Corp The New Haven

**Velvets**  
American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) Stonington  
Leias Velvet Mfg Co Inc The Willimantic  
Velvet Textile Corporation The (velveten) West Haven

**Venetian Blinds**  
Findell Manufacturing Company Manchester

**Ventilating Systems**  
Colonial Blower Company Plainville

**Vibrators—Pneumatic**  
New Haven Vibrator Company (industrial) New Haven

**Vises**  
Charles Parker Co The Meriden  
Fenn Manufacturing Company The (Quick-Action Vices) Hartford

**Vanderman Manufacturing Co The (Combination Bench Pipe)**  
Willimantic

**Waffle Irons—Electric**  
General Electric Company Bridgeport

**Washers**  
American Felt Co (felt) Glenville  
Auburn Manufacturing Company The (all materials) Middletown

**Blake & Johnson The (brass, copper & non-ferrous)**  
Waterville

**Clark Brothers Bolt Co**  
Milldale

**J H Sessions & Son**  
Bristol

**Plume & Atwood Mfg Co The (brass & copper)**  
Waterbury

**Raybestos Div of Raybestos-Manhattan Inc The (clutch washers)**  
Bridgeport

**I H Rosenbeck Inc**  
Torrington

**Saling Manufacturing Company (made to order)**  
Unionville

**Sessions Foundry Co The (cast iron)**  
Bristol

**Washers—Felt**  
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

**Washing Machines—Electric**  
General Electric Company Bridgeport

**Watches**  
E Ingraham Co The Bristol  
New Haven Clock and Watch Co The (rocket and wrist) New Haven  
United States Time Corporation The Waterbury

**Water Heaters**  
Whitlock Manufacturing Co The (instantaneous & storage) Hartford

**Water Heaters—Electric**  
Bauer & Company Inc Hartford

**Waterproof Dressings for Leather**  
Viscol Company The Stamford

**Wedges**  
Saling Manufacturing Company (hammer & axe) Unionville

**Welding**  
Farrel-Birmingham Company Inc Ansonia  
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven  
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford  
Porupine Company The Bridgeport

**Welding—Lead**  
Storts Welding Company (tanks and fabrication) Meriden

**Welding Rods**  
American Brass Company The Waterbury  
Bristol Brass Co The (brass & bronze) Bristol

**Wheels—Industrial**  
George P Clark Co Windsor Locks (Adv.)

## It's Made in Connecticut

(Continued from page 43)

Wicks	
Auburn Manufacturing Company The (felt, asbestos)	Middletown
Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks)	Bridgeport
Russell Mfg Co The	Middletown
Window & Door Guards	
Hartford Wire Works Co The	Hartford
Wire	
American Brass Company The	Waterbury
American Steel & Wire Company	New Haven
Atlantic Wire Co The (steel)	Branford
Bartlett Hair Spring Wire Co The (hair spring)	North Haven
Bridgeport Brass Company (brass and silicon bronze)	Bridgeport
Bristol Brass Corp The (brass & bronze)	Bristol
Driscoll Wire Co The (steel)	S Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted
Platt Bros & Co The (zinc wire)	Waterbury
P O Box 1030	Waterbury
Plume & Atwood Mfg Co The (brass, bronze, nickel, silver)	Thomaston
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver)	Waterbury 91
Wire Arches & Trellises	
Hartford Wire Works Co The	Hartford
John P Smith Co The	New Haven
423-33 Chapel St	
Wire Baskets	
Relock Inc (Industrial)—for acid, heat, degreasing	Fairfield
Wiretex Mfg Co Inc (Industrial, for acid, heat treating and degreasing)	Bridgeport
Wire Cable	
Bevin-Wilcox Line Co The (braided)	East Hampton
Wire Cloth	
Hartford Wire Works Co The	Hartford
C O Jelliff Mfg Co The (all metal, all meshes)	Southport
Pequot Wire Cloth Co Inc	Norwalk
Relock Incorporated	Fairfield
Smith Co The John P	New Haven
Wire Drawing Dies	
Waterbury Wire Die Co The	Waterbury
Wire Dipping Baskets	
Hartford Wire Works Co The	Hartford
John P Smith Co The	New Haven
423-33 Chapel St	
Wire Formings	
Autoyre Co The	Oakville
G E Prentice Mfg Co The	Kensington
Master Engineering Company	West Cheshire
North & Judd Manufacturing Co	New Britain
Verplex Company The	Essex
Wire Forms	
Colonial Spring Corporation The	Hartford
Connecticut Spring Corporation The	Hartford
Foursome Manufacturing Company	Bristol
Humason Mfg Co The	Forestville
New England Spring Mfg Co	Unionville
Wallace Barnes Co The Div Associated Spring Corp	Bristol
Wire Goods	
American Buckle Co The (overall trimmings)	West Haven
Patent Button Co The	Waterbury
Scovill Manufacturing Company (To Order)	Waterbury 91
Wire Partitions	
Hartford Wire Works Co The	Hartford
John P Smith Co The	New Haven
423-33 Chapel St	
Wire Products	
Claiglow Mfg Company	Portland
Plume & Atwood Mfg Co The (to order)	Waterbury
Wire Reels	
A H Nilson Mach Co The	Bridgeport
Wire Rings	
American Buckle Co The (pan handles and tinners' trimmings)	West Haven
Wire Rope and Strand	
American Steel & Wire Company	New Haven
Wire Shapes	
Bridgeport Chain & Mfg Co	Bridgeport
Wire—Specialties	
Andrew B Hendryx Co The	New Haven
Wires and Cable	
General Electric Company (for central stations, industrial and mining applications)	Bridgeport
Rockbestos Products Corporation (asbestos insulated)	New Haven
Wires—Building	
General Electric Company	Bridgeport
Wires—Telephone	
General Electric Company	Bridgeport

Wood Handles	
Salisbury Cutlery Handle Co The (for cutlery & small tools)	Salisbury
Wood Scrapers	
Fletcher-Terry Co The	Forestville
Woodwork	
C H Dresser & Sons Inc (Mfg all kinds of woodwork)	Hartford
Hartford Builders Finish Co	Hartford
Woven Awning Stripes	
Falls Company The	Norwich
Woven Felts—Wool	
Chas W House & Sons Inc (Mills & Cutting Plant)	Unionville
Yarns	
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns)	Unionville
Aldon Spinning Mills Corporation The (fine-woolen and specialty)	Talcottville
Ensign-Bickford Co The (jute carpet)	Simsbury
Zinc	
Platt Bros & Co The (ribbon, strip and wire)	Waterbury
P O Box 1030	
Zinc Castings	
Newton-New Haven Co Inc	688 Third Ave West Haven

## Business Pattern

(Continued from page 34)

in September. Average weekly earnings which were \$55.29 in January, increased to \$57.74 at mid-year and then advanced to \$62.17 last month. Basic hourly earnings of \$1.38 at the first of the year, stood at \$1.39 in June, and have since moved up to \$1.41.

The August index of construction work in progress is estimated at 115% above normal, a new record high level. This index is based on the number of square feet of floor space of building contracts awarded, and these awards have been exceptionally high for the past several months, particularly insofar as residential building is concerned.

An indication of changes in business development in Connecticut is given in the number of new corporations formed and business failures during the past three years.

In the latter part of 1948 and during 1949 there was a moderate downward trend in the formation of new corporations. A noticeable pick-up occurred in the first quarter of 1950 followed by a gradual decline in the second and third quarters. So far this year 1,135 new businesses have been formed, exceeding the total of 998 for nine months of last year, but falling slightly below the 1,182 figure for the corresponding period of 1948. Business failures have been increasing rather steadily throughout the three-year period except for a noticeable reduction in the third quarter of this year. For January through September 1950 there were 412 business failures compared with 370 and 240 for the same months of 1949 and 1948, respectively.

## Service Section

**SECRETARY-ASSISTANT** to top executive of a large company available soon. Great deal of experience as confidential secretary and manager of office—handling financial, accounting, traffic, purchasing and transportation matters, as well as many other duties incidental to an important executive office. Traveled considerably with executives. Proficient stenographer and typist. Educated in accounting. Address PW-1491.

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# The Purchasing Agents of America

The Men of the Year for 1950

**RELIANCE**  
*Job-Fitted*  
**PRODUCTS AND  
SERVICES**

## COLD ROLLED STRIP STEEL

Coils . . . Cut Lengths . . . All Tempers  
Slit, Sheared, Deburred  
and Round Edge  
From WAREHOUSE  
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DIRECT-FROM-MILL

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Cold Rolled . . . Hot Rolled  
Hot Rolled Pickled . . . Long Terme  
Galvanized  
Standard or production sizes  
or cut to actual working  
dimensions  
from  
WAREHOUSE STOCKS

**Whereas**, during 1950, they kept their plants turning out civilian goods at the highest rate in our economic history, and

**Whereas**, they achieved this by their initiative, energy and resourcefulness, in the face of shortages in practically all "hard" commodities

**Therefore be it resolved** that the Purchasing Agents of America be nominated as The Men of the Year for 1950.

To make this accomplishment possible, all basic industry co-operated. Steel makers, for example, produced more steel than in any comparable period. Steel warehousemen supplied unprecedented tonnages of "spot" steel to enable business, especially small business, to turn out the goods.



**DEPENDABLE DAN  
OUR CUSTOMERS' MAN**

We at Reliance are grateful for the opportunity of working with so many of the Purchasing Agents of America. We will continue in 1951 to help them to the limit of our capacity.

**The Season's Greetings  
— to All of You —**

**For Immediate Action Call The Nearest Reliance Plant or Office:**

## DETROIT STEEL CORPORATION

**PRODUCERS OF**  
Coke and Coal Chemicals • Pig Iron • Ingots  
Slabs • Sheet Bars • Billets • Wire Rods  
Manufacturers' Wire • Merchant Wire Products  
Cold Rolled Strip Steel

**GENERAL OFFICES  
DETROIT 9, MICHIGAN**

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## RELIANCE STEEL DIVISION

Processors and Distributors **JOB-FITTED** Sheet and Strip Steel

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**DETROIT PLANT**, 13770 Joy Road, Webster 3-5866, Detroit 28, Mich.  
**EASTERN PLANT**, State & Edmund Sts. (Hamden), New Haven 7-5781, New Haven 7, Conn.  
**MIDWEST PLANT**, 1601 South Wolcott Ave., Canal 6-2442, Chicago 8, Ill.

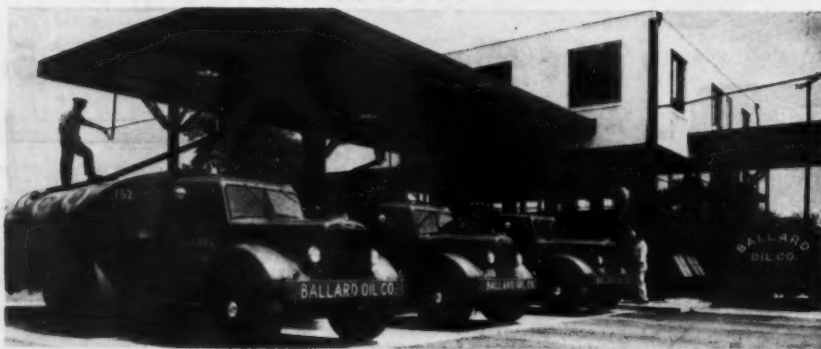
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**GRAND RAPIDS 2, MICH.**, 326 Keeler Bldg., CLandale 6-9580  
**INDIANAPOLIS 4, IND.**, 1400 Fletcher Trust Bldg., FRanklin 3420

**JACKSON 16, MICH.**, 601 Reynolds Bldg., JAnkson 3-3250  
**NEW YORK 19, N. Y.**, 236 West 57th St., COlumbus 5-4670  
**ST. LOUIS 8, MO.**, 4953 Lindell Blvd., LUcas 4550  
**TOLEDO 4, OHIO**, 2114 One Bldg., GArfield 8364  
**WORCESTER 8, MASS.**, 330 Main St., WOrcester 5-6666

5

# For Dependable **BUNKER "C"** **DELIVERY**



NEW RADIAL LOADING SYSTEM

BALCO IN GROTON

## better see **BALCO**



BALCO IN HARTFORD



BALCO IN GROTON

Depend on Balco to meet your emergency requirements for Bunker "C" promptly — fulfill your scheduled deliveries faithfully.

The new loading system pictured above is helping Balco cut delivery time even closer to the irreducible minimum. Located at Balco's recently constructed, 12 acre terminal at Groton, this radial type system loads 12 trucks simultaneously and swiftly — another example of Balco's unremitting effort to gear both terminals, Hartford and Groton, to meet your every requirement promptly and efficiently.

Investigate Balco, Connecticut's oldest supplier of this time and dollar saving Bunker "C." Balco representatives will gladly discuss your requirements with you — show you how Balco can serve you by water, rail or land. Telephone Hartford 9-3341. Or write, Box 1078, Hartford, Connecticut — TODAY.

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